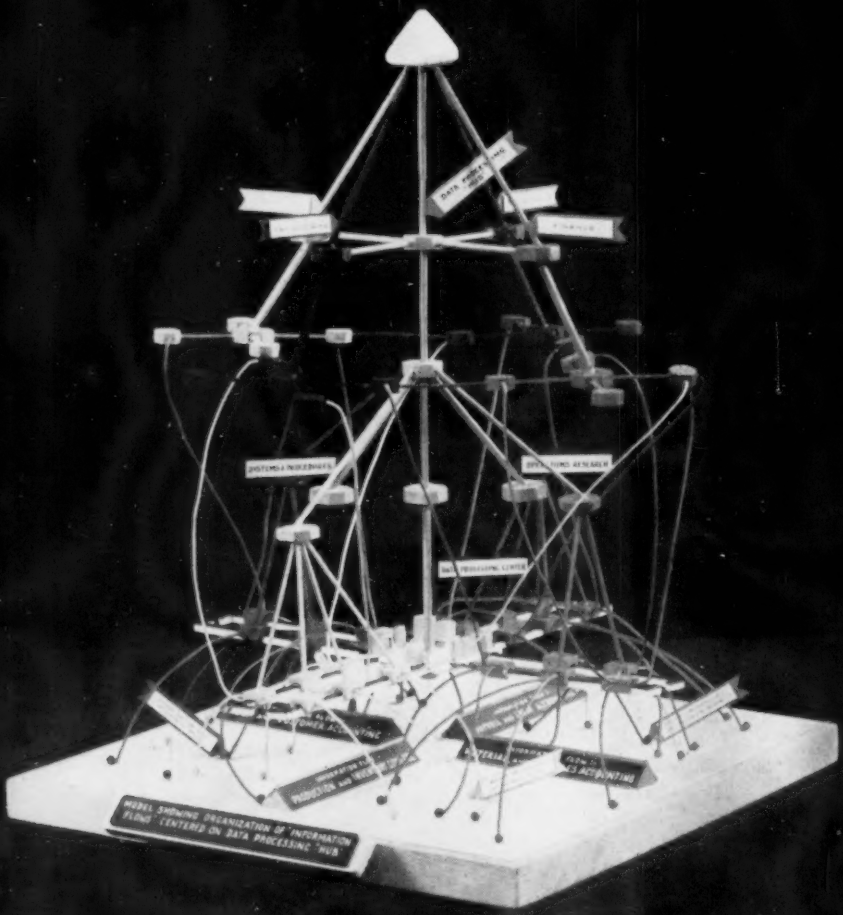
October 1958

The Office

Magazine of
Management · Equipment · Methods



MANAGEMENT · EQUIPMENT · METHODS

ELECTRIC TYPEWRITER COMPARISON CHART

	SMITH-CORONA	Brand A	Brand B	Brand C	Brand D
AUTOMATIC MARGINS Simple one-hand, one-step operation.	YES	NO	NO	YES	NO
SIGNAL LIGHT Positive visual indication if motor is ON or OFF.	YES	NO	NO	NO	NO
TOTAL TABULATOR CLEAR Clears all stops instantly without moving carriage.	YES	NO	NO	NO	NO
ERROR CONTROL Simplifies correction of errors and line justification.	YES	NO	NO	NO	NO
BOTTOM MARGIN INDICATOR Page Gage accurately indicates bottom margin.	YES	NO	NO	YES	NO
88 CHARACTER KEYBOARD Standard at no extra charge.	YES	NO	YES	NO	YES
KEYBOARD SLOPE Key top slanted to fit natural movements of fingers.	YES	NO	NO	NO	NO
ROLL-FREE ACTION Releases typebar cams with no "scuffing" action.	YES	NO	YES	NO	NO
SAFETY COVER Motor shuts off when cover is raised to change ribbon.	YES	NO	NO	YES	YES
CUSHIONED TOUCH Eliminates jar to sensitive finger tips at end of each stroke.	YES	NO	NO	NO	NO
THE WORLD'S FASTEST ELECTRIC TYPEWRITER	YES	NO	NO	NO	NO

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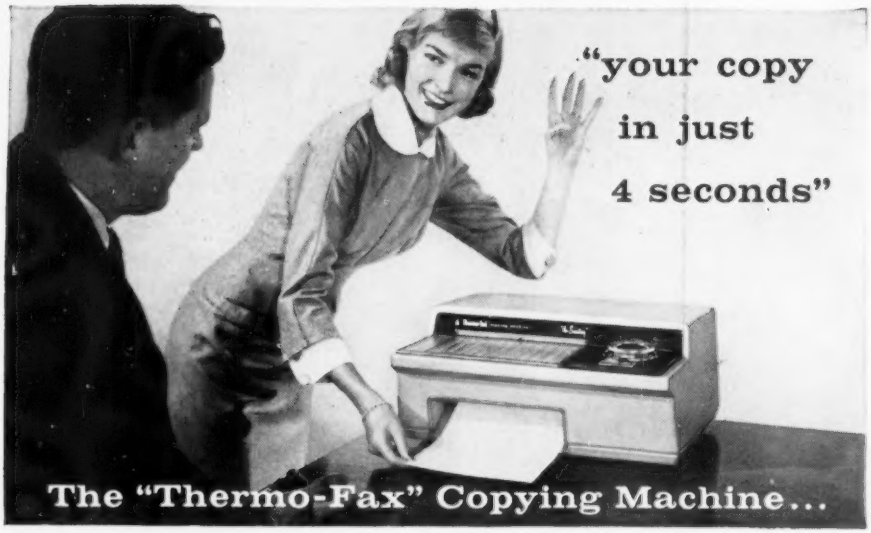
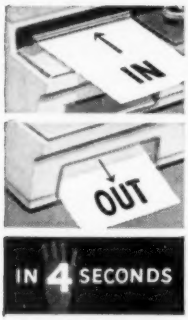
Smith-Corona Electric



compare copy methods; you'll use this one!



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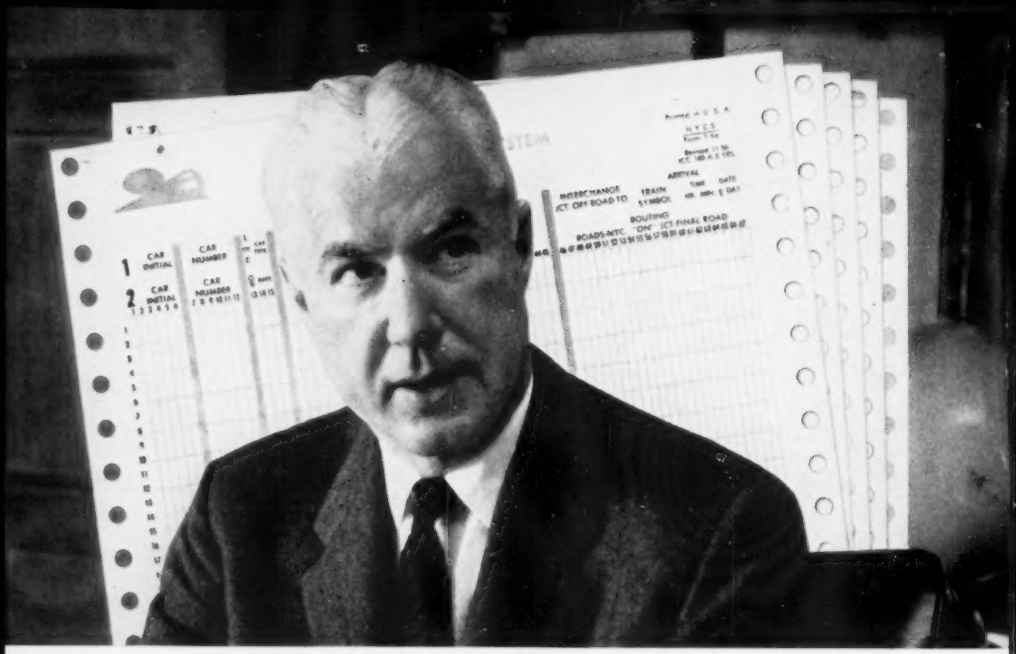

John F. Nash, Vice President—Operation, New York Central System

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The Office
Magazine of Management · Equipment · Methods

OCTOBER, 1958
VOL. 48, NO. 4

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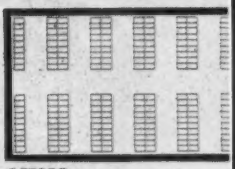

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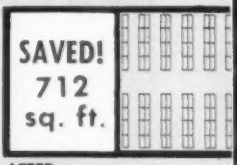

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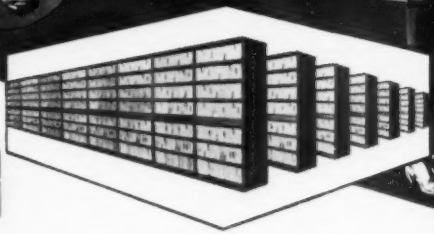

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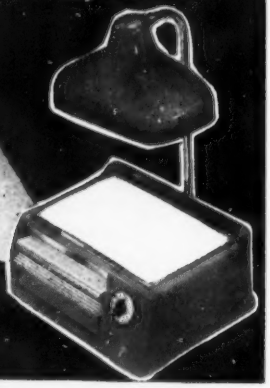

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Put

YEARS AGO a general manager, a very blunt man, told me, "I think you systems people are asleep when it comes to improving your procedures. Look at this thing!" He slapped his hand on a procedure that had just been issued to him. "I don't know what you think systems should do, but if you are trying to communicate to people who must follow a systems plan, I don't think you're doing a very good job."

It was a shock to have a management man tell me this. Yet, sometimes we need such a slap-in-the-face to make us realize that we are not doing a good job. He showed me the procedure he was talking about. I read it, too. One paragraph said:

> 'Overhead applied' on the analysis of labor roll summary by expenditure classification (S and A form 985) on charges for the applied 17% of direct labor (regular time) is the column caption where the charge is to be reported, and a corresponding credit should be reported in the column captioned 'overhead applied' opposite expenditure account 804 and allotment number (furnished by the management office) on the S and A form 985 submitted for the major annual maintenance appropriation of the activity which is performing the work.

I breathed a little easier when I found that the procedure wasn't one I had written. I couldn't help but agree that the passage was certainly poor communication. It told me nothing. It was a waste of my time to read it.

After the initial shock of hearing this man's scathing comments on our systems output of procedures, I thought I'd ask other people in management positions what they thought. Most men just didn't give it a thought. They took for granted that the average procedure was an unreadable potpourri of words. The first man had actually done a favor by telling me what he *really* thought. Blunt people are usually honest people.

I wondered, how widespread was this poor systems writing? So I decided to find out. Over a period of about two years I gathered 147 different procedures issued by 65 different organizations. They were bad. Only here and there did I find a procedure that was lucid, that seemed to do a good job. Clear writing depended upon some systems man's individual writing ability.

I found that one man, who knew how to write simply, had produced all the clearly written procedures. Out of the 147 different procedures, less than ten were clear to me on the first reading. The others carried a *thimbleful* of thoughts smothered by a *bushel* of words. How can we write procedures that are more readable, and therefore more useful?

In different organizations, many attempts have been made at improvement. One fellow gets the idea that all procedures must be brief. Never more than one page. Another that they must

GO in Your Procedures

LESLIE H. MATTHIES, Section Chief, Engineering Administrative Services, Hallamore Electronics, Anaheim, Calif.

all be in the words of one syllable. A third fellow gives up entirely on procedures, and says that we must use flow charts! Still another man says, "Let's use the comic book approach. We'll use pictures to tell people what to do." One systems supervisor hired a writer to revise everybody else's drafts, but this required a lot of time for coordination between analyst and writer. None of these attempts resulted in consistently clear procedures.

Consider the "brevity" approach. One of the briefest procedures in the group I studied was one of the most *difficult* to understand. On the other hand, one of the longest procedures was a 14-page inspection procedure that spelled out, step-by-step, what had to be done in checking out a complicated electronic instrument. This relatively long procedure was so clearly written that I felt anybody could have followed it, even with no technical background in electronics.

Many people who receive flow charts can't "read" such charts and refuse to study them. So neither brevity or length was the all-purpose, satisfying answer. Nor were any of the other attempts happy when it came to substantial results.

Why are procedures unreadable? To answer that, I asked myself, "What is *in* a procedure?" Probing through the batch of 147 different examples again, I found that procedures are made up of the following different things:

1. Work steps to follow.
2. Policy declarations.
3. Definitions of words used in the procedure.
4. How to fill out a form.
5. Purpose and scopes.
6. Department classifications.
7. Opinion.
8. Philosophy.
9. General discourses.
10. Conversation, such as "reasons why."
11. General objectives.
12. Company patriotism or flag-waving.
13. One man (the analyst) talking to himself.
14. Pet phrases of the boss (to please

him, no doubt).

15. Plain puffing (big words about small jobs).

Is all this stuff necessary? There was a motley collection of confusing information in those procedures. How much of it should be in there? After much mental probing I came back to the word "procedure." What does "procedure" mean? Shouldn't a procedure be simply a write-up that tells people how to proceed? Doesn't a procedure mean "Here is *how to* work, step by step?"

If we accept the premise that a procedure is just a plan for people *to work*, for proceeding to work together, then what is really necessary in a procedure? I can think of only three things:

1. Who?
2. Does what?
3. When? (in the processing step sequence).

Now that list is ridiculously simple, isn't it? But when you stop to think about it, that's all a *real* procedure should do. Why do we use all the other verbal junk I found crammed into those procedures? I don't know, but one thing I'm sure of. I must keep that garbage out of my procedures. This verbal trash has been making my procedures unreadable.

Can we accept the premise that a procedure should do just one job and do it well? If we can, then our whole concept of procedures must change. If we accept the "how-to-proceed" concept of the procedure as a simple, step-by-step work plan, this leads directly to another basic concept of systems which we can call the selection of a "logical procedural cycle."

To make use of this concept we must think of systems as channels of action . . . channels through which information flows. Because this information reaches certain processing points, work is done. These channels of work communication are a vast network covering the organization. We can only examine one channel at a time and try to clean it up before going on to the next one. If we select them right, these channels will be bite-sized from a systems viewpoint.

For example, consider the purchasing cycle in your business. It usually starts with somebody requesting that you buy something. The item may be needed either for the stockroom, or to fill a customer's order. Action starts with the first form—the requisition. From the "req" will be sprung a purchase order. When the goods that we have ordered come in the receiving door, we can consider the purchasing cycle completed. This logical cycle ends with the issuing of the receiving report. Purchasing is a large enough operation, a big enough communication channel, to tackle at one time.

But as all of us know the receiving report will flow action information into a number of other systems cycles. One would be the channel of accounts payable. Since the goods have been received, the vendor now must be paid. This paying cycle will end with the voucher check being sent to the vendor.

Each cycle has a logical beginning, a number of essential processing steps, and a logical end. At the point where one cycle ends, another cycle may begin. Let's apply this cycle concept to systems planning. Isn't the procedure the written guide of the system? Then

SOME LOGICAL PROCEDURAL CYCLES

Equipment
1. Authorization to Installation.
2. Maintenance.

Production
1. Production Work Authority.
2. Invoicing to Shipping.

Materials
1. Purchasing to Receiving.
2. Receiving to Payment.
3. Receiving to Stock.

People
1. Employment to Start.
2. Change or Promotion.
3. Termination.

Money
1. Accounts Payable.
2. Accounts Receivable.
3. Payroll.

each procedure must start at the beginning of the logical cycle and move through, step-by-step, in the required processing until the logical end of that selected cycle. Thus, brevity is no virtue in itself. A procedure may require one page of writing, two pages or 20 pages. It depends on the cycle you select and the steps you include. Length isn't the criteria for judging a procedure. It must be long enough to completely cover the cycle.

A procedure must *go*. A procedure must *proceed*. A real procedure is full of action. It says, "You do this; you do that." Philosophy and opinion don't go anywhere. They just mill around in one spot and muddy up the water. Perhaps other documents are necessary for philosophy and opinion. The procedure will do a better job if it does only *one* job: tells people how to take action.

Anybody can read and understand simple English. No tricks are needed; no pictures, no charts. Just tell the man.

We tell the man by using the time-proven technique of the playwright. At the beginning of the procedure, it may be necessary to "set the stage." This may be a statement about the purpose or policy behind the procedure. Once you've set your stage, you next want to get action. Tell the reader what he is to do.

Who gets the action? Isn't it the actor who makes the play *move?* In a procedure, it is the participating department that takes action. The partici-

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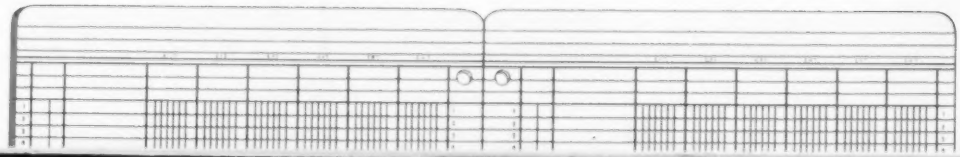

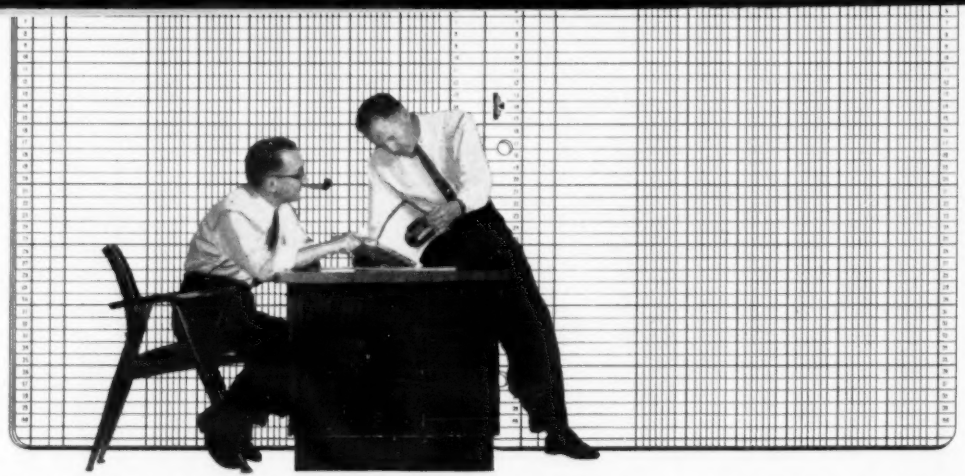

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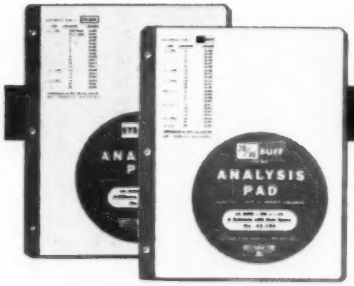

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Engineering Planning	2. Contacts office of the Vice President-Engineering for assignment of section responsibility.
	3. Takes "Proposal Commitment" to responsible section head.
Section Head	4. Assigns and writes name of responsible engineer on all copies of "Proposal Commitment".
Responsible Engineer	5. Estimates hours to complete the proposal.
	6. Sends one copy of "Proposal Commitment" to Design Section.
	6a. Sends one copy to Environmental Test on all new business.

pating department may sometimes be a section, or a division. In all cases, the participant *is* the actor.

In our example of the play format (above), notice that the actors are listed at the left under "Responsibility." The actor's "lines" are under "Action." This format starts at the logical *beginning* of a selected cycle, then moves, step-by-step, through the process. This procedure avoids trying to do the form's job. It merely tells the cost estimator to fill out a form called "Proposal Commitment." The form, if it is well designed, takes it from there.

Notice that this procedure has each sentence start with an action word: issues, contacts, takes, assigns, sends. No philosophy, no personal opinions here.

Caution: in some types of drama, the writer uses flashback techniques. In a procedure the action will be much more understandable to the actors if the action steps are presented in logical sequence.

How much should you include in each procedure? Where do you start?

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Where should you end? To answer these questions, we will have to think. The answers will be clear *if* we think in terms of logical procedure cycles. For example, in a purchasing procedure, how does the buying start? Does a stockroom record start it? Does it start with a customer's order or contract? Something starts it. Find out what. It may be several things. That is the beginning of your logical cycle which is step one.

Let's say the buying procedure action starts with a stockroom record. Mary, the clerk, sees that item No. 1234 is down to 1000 units in stock. The 1000 quantity is the re-ordering point, so Mary makes up a stockroom requisition. After her boss signs it, Mary sends the requisition to the purchasing agent. The purchasing agent writes up a purchase order and sends it to the vendor.

Is this the end of your cycle? Could be, but your good judgment tells you that the receiving cycle is next, and then comes the accounts payable cycle. Perhaps you feel that these should be treated as separate cycles. Keep your cycles in reasonably small packages. Good judgment will tell you where to end your procedural cycle.

If you don't think out the procedural cycle, your procedures will dribble off and disappear into the sands of indecision. Make up your mind. Wrap up your package. Start, carry through the process steps, then stop! The action within each of your procedures will concern itself with what you feel falls within your logical procedural cycle.

Your procedure cycle must start somewhere. The start is step one. Then

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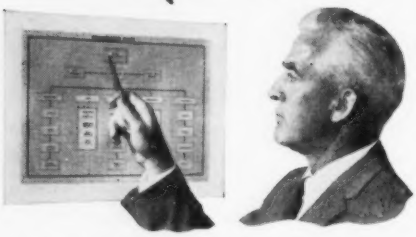

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steps two, three, four, five, six and maybe seven. If the action consists of only seven steps, stop cleanly at step seven. You have completed the action for this particular cycle. Don't meander on.

If you have selected your procedural cycle carefully, the group of seven steps will be a logical package covering one action flow. Under this plan, any writing that does not add to the proceeding, or add to the action, should be stripped away. Blue pencil it unmercifully. Such writing may belong someplace else, but it *does not* belong in your procedure.

A procedure must do a number of jobs. A procedure must be a useful instrument to the man who follows it. But it must do more than this. It must be easy to write. It must be easy to coordinate. It must be easy to change, to keep up-to-date. It must be kept in tune with changing conditions.

A good procedure also must give management a graphic picture of the workflow patterns in the organization. It should serve as an easy reference for considering proposed changes. It should link up readily with other procedures that are related to it. In this way, a proposed change of one procedure, which may affect other procedures, will be made only after considering those others.

Most systems engineers find that coordinating a new or revised procedure is quite a job. We have done some research on this problem, too. Why are people so slow in answering you on a proposed procedure? We found that many of our coordination problems are primarily problems of interpretation.

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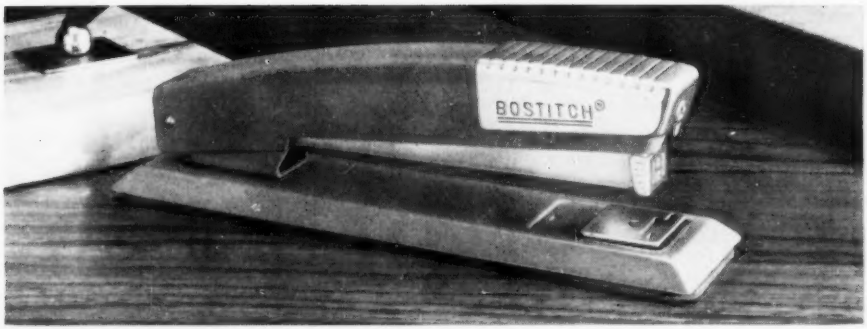
ON YOUR DESK



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We found that some systems people had done some similar research, and came up with substantially the same answer we did. One effective approach, (THE OFFICE, May, 1958, page 4), is called the "cook book procedure." So the need for a better procedure is felt in many places.

At first people are shocked at playscript's relative directness, its lack of verbiage. They are sure you've left out something. You have. You've left out all the verbal junk. As one systems engineer said, "It took me all of 15 minutes to be sold on playscript."

We discovered other, un-looked for, results. Sometimes the analyst can find no action in a so-called procedure. It will not lend itself to the playscript format. At first we thought we had found a situation in which playscript could not be applied. But now we know better. When a procedure doesn't go, this immediately indicates that the "procedure" isn't a procedure at all! If the document doesn't tell "how to proceed," it isn't a procedure.

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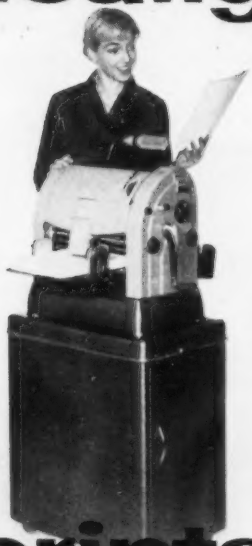

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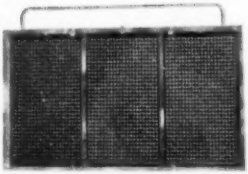
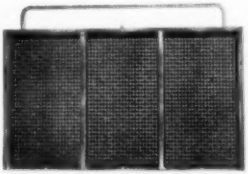


FRONT VIEW



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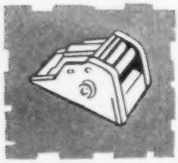
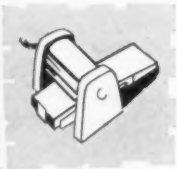
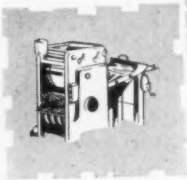
PAPERS FOR ANY OFFICE PRINTING EQUIPMENT







Try ODIN — mimeo finish, smooth finish or bond finish. Compare it with any office printing paper for brightness, surface uniformity, opacity — printability! Sized for pen and ink. Write today for samples and name of nearest distributor.

BERGSTROM

PAPER COMPANY

NEENAH, WISCONSIN

FOUNDED 1904

For More Information Circle No. 334

of repetitive information on the shipping papers were time-consuming and costly.

3. Branch office billing could not be immediately accomplished.

C. Reid Kurtz, division controller, and H. I. Goslee, billing department manager, developed the new system using continuous forms and Teletype equipment. A representative of Moore Business Forms, Inc., worked with them on the design of the new forms:

1. A ten-part continuous interleaved invoice containing a hectograph master.
2. A nine-part continuous interleaved invoice (without the master) for preparation on a Teletype.
3. A ten-part continuous interleaved shipping form which is written automatically on a Teletype receiver in a branch plant.

All three forms are stapled in the right margin and carbons are narrow on the left side to provide for easy extraction when parts are distributed. Carbons in the shipping form are strip coated to prevent certain information appearing on subsequent parts.

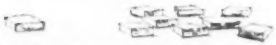
All invoices and shipping papers are initially prepared at the company's home office in Salisbury. Orders are processed at the home office or at one of the plants.

The ten-part invoice is prepared on an electric typewriter. The hectograph master is extracted from the set and used to reproduce the shipping papers and labels. The remainder of the set is left intact and filed numerically by invoice number until the order has been processed and shipped. At this time the accounting and shipping record copies of the shipping papers are returned to

COLLATES - *Automatically* STAPLES - STACKS

UP TO 12,000 SHEETS PER HOUR!

8 *Times Faster Than By Hand*



1000 SHEETS

Ave. prod. per hr. collating - stapling-stacking by hand.

8000 SHEETS

Ave. prod. per hr. with Collamatic's Collator - Stapler-Stacker.

2 Times As Fast
As All Other Collators

Is your present equipment inadequate and outmoded? If your collator requires hand stapling and hand stacking, Collamatic's new Collator-Stapler-Stacker can process your work in half the time at half the cost.

Since the introduction of the mechanical collator in 1947, the American Office has awaited the development of a collator that would not only collate at higher speeds, but would **staple and stack automatically as well!**

Collamatic's new Collator-Stapler-Stacker does just that . . . . . and at a price the average office can afford.

IT permits collating at speeds up to **12,000 sheets per hour!**

IT staples collated sets **automatically!**

IT stacks collated sets **automatically!**

6 different models, from 8 to 20 bins, handle all office duplicated paper from 5½ x 8½ to 10 x 14. Available with single or double-headed stapler.

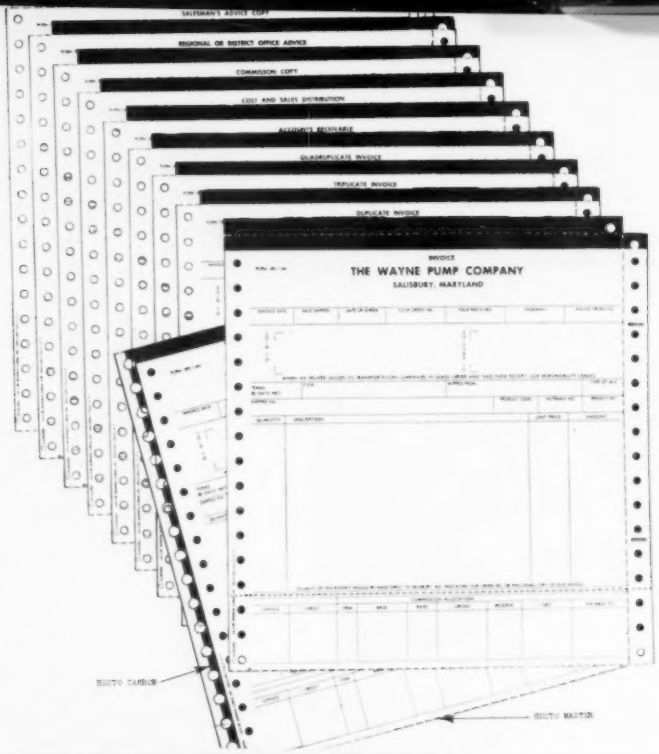
If you now collate by hand or if you own a mechanical or electric collator, you will want to know more about the new Collamatic Collator-Stapler-Stacker. Send for your free brochure today.

ELECTRIC COLLAMATIC COLLATOR ®

DEPT. 110

COLLAMATIC CORPORATION
WAYNE, NEW JERSEY

MANUFACTURERES ALSO OF INEXPENSIVE OFFICE COLLATING EQUIPMENT.
For More Information Circle No. 451



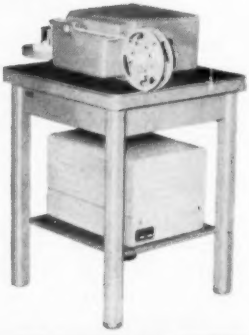
the billing department and the original invoice is completed by filling in the amount, cost and shipping data. The set is then detached and the parts distributed.

Part 1 (original invoice) is mailed to the customer. Part 2 (hecto master) is destroyed after shipping papers and labels are reproduced. Parts 3, 4 and 5 (invoice copies) are also mailed to

TAILORED AUTOMATION

Your present machines Do more work . . . *AUTOMATICALLY!*

The new low cost Systematics C 749 Tape-to-Card Converter allows your present 024 or 026 punch to produce punched cards *automatically* from 5, 6, 7 or 8-channel punched tape. Card punching is selectively controlled by changeable plugboards of unmatched versatility and flexibility. Your card punch always remains available for manual key-punching.



For descriptive literature on the C 749 and other Systematics Intercoupling devices that will automate your existing machines; write today:

Systematics Inc.
60 East 42nd St., New York 17, N. Y.

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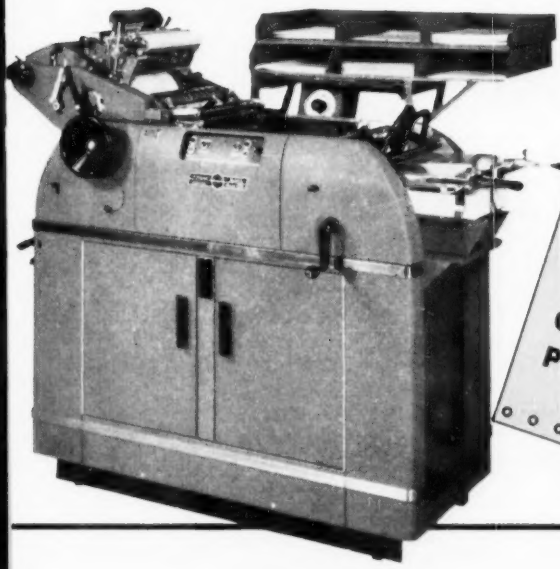
PAPERWORK AUTOMATION

FOR ANY BUSINESS . . . LARGE OR SMALL



ONE WRITING INPUT

DATA STORAGE CAPACITY UP TO 6,000 CHARACTERS PER MASTER

HIGH SPEED OUTPUT

UP TO 9,750 LINES PER MINUTE

WITH *Multilith* OFFSET

. . . any business can enjoy the benefits of modern automated paperwork production methods

- On a low operating budget
- With modest equipment investment
- With utmost simplicity
- Without need for specially skilled employees

For More Information Circle No. 199

For complete information about how the Multilith "master-from-master method" stores . . . reproduces . . . and perpetuates complete action data, contact the Multigraph branch nearest you.

Cutting costs is our business

Addressograph-Multigraph

PRODUCTION MACHINES FOR BUSINESS RECORDS*

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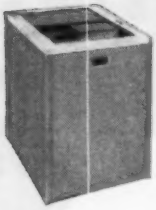
*Trade Mark



INTRODUCING . . . NEW . . .

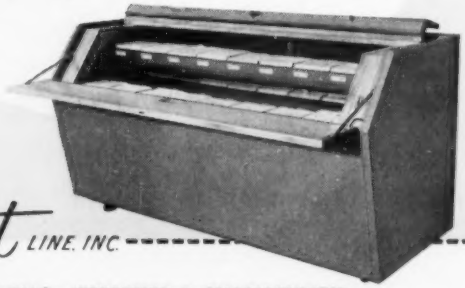
Wright ROTARY FILES

Designed to increase efficiency, speed-up production and reduce costs, the new WRIGHT ROTARY FILES make finding faster, posting convenient, filing easier and all reference concentrated in one work-station unit!

A selection to fit your needs can be made from 30 different models. All are covered with durable, vinyl coated steel that's easy to maintain. Other outstanding features include direct forward and reverse controls, electronic safety beam operation and workable capacity units for all card sizes.

For complete details on how you can bring new efficiencies to your reference filing applications, send for catalog or call your local Wright Line Branch Office today.

WRIGHT ROTARY



THE *Wright* LINE, INC.

160 GOLD STAR BLVD., WORCESTER 6, MASSACHUSETTS

Originators . . . Leading Designers and Manufacturers of Data Processing Accessory Equipment

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Charlotte	Des Moines	Jacksonville	New York City	Tulsa
Chicago	Detroit	Kansas City, Mo.	Philadelphia	Washington, D. C.

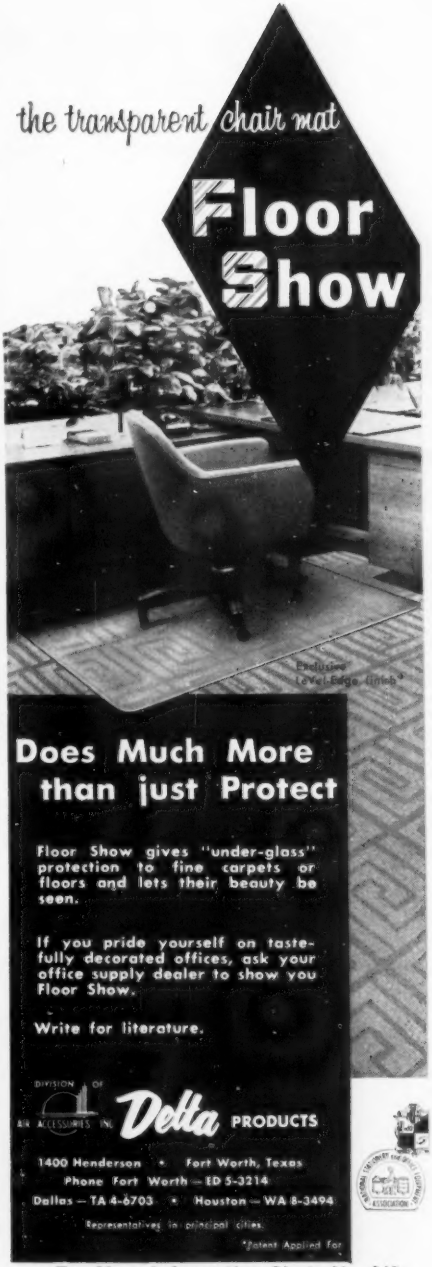
THE WRIGHT LINE OF CANADA, LTD., Montreal, Quebec and Toronto, Ontario
. . . and representatives in 19 overseas areas.

For More Information Circle No. 266

customer. Part 6 (accounts receivable copy) is sent to the accounting department for posting. Part 7 (cost and sales distribution copy) also goes to the accounting department where it is used to set up a cost of sales account. Part 8 (commission copy) is sent to the commission clerk for recording salesmen's commissions. Part 9 (regional or district office advice copy) is sent to the sales office. Part 10 (salesman's advice copy) goes to the salesman.

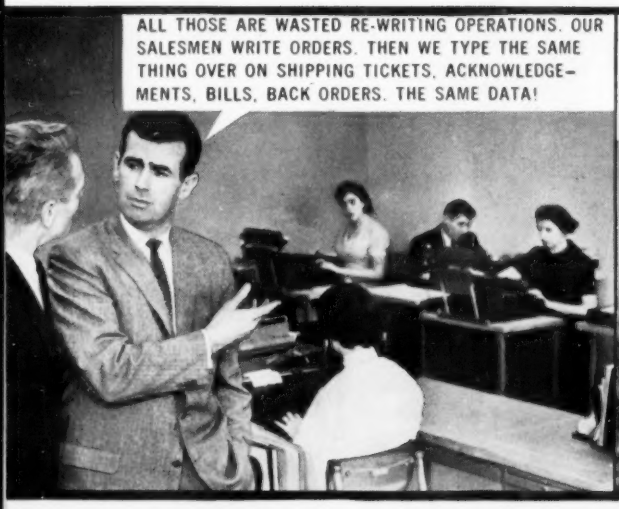
For orders that are to be processed at

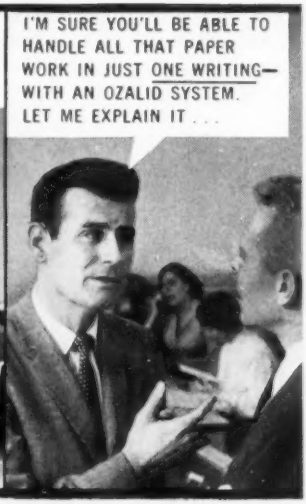
Nine-part invoice forms are written on a Model 28 Teletype at the home office (above). This writing automatically prepares the ten-part shipping forms set at the branch plant (below).



For More Information Circle No. 346

"We've eliminated 2/3 of our paper work . . . with our new Ozalid Order-Writing and Invoice System"





Lowest Cost Per Copy—Ozalid *Direct Copying* ends wasteful "repeat writing" in every department . . . makes dry, perfect copies in seconds. And a letter-size sheet of Ozalid paper costs you *less than a penny*—lowest cost per copy of any copying process.

OZALID®

DIRECT COPY SYSTEMS

A Division of General Aniline & Film Corporation
In Canada: Hughes Owens Company, Ltd., Montreal

SEND COUPON FOR FULL SAVINGS STORY

Ozalid, Dept. Z-10
Johnson City, N. Y.
Please send more information on Ozalid *One-Writing* systems for these departments:

☐ Purchasing ☐ Order-Invoicing ☐ Accounting
☐ Receiving ☐ Production Control ☐ Engineering

Name_____ (PLEASE PRINT)
Position_____
Firm_____
Address_____
City_____ State_____

For More Information Circle No. 359

What happens when . . . "½ and ¼ people" are born?

Scene: An American Business office.

Systems and procedures people today recognize a growing phenomenon in the American business office. It is a problem of their own creation prompted by the desire for more efficient operation. It is the problem of "½ and ¼ people".

Action: A new costly computer is installed (Releasing many "½ and ¼ people" from their usual work.)

Reaction: Old-Fashioned Management thinks in terms of firing these released "½ and ¼ people" — to justify the cost of installation. But — *Modern Management* sees the fallacy of this reactionary reasoning. They recognize that *any* more efficient machine or system *can*, and *does*, result in a net saving.

Suggestion: If you would like to create some "½ and ¼ people" in your company, investigate Traveletter®.

Here's what The Traveletter System does:

1. Eliminates preparation and mailing of expense checks.
2. Streamlines expense report procedure.
3. Simplifies banking procedures.
4. Substantiates travelers' reports for I.R.S. purposes.

"Traveletter" Reg. U.S. Pat Off.

Traveletter®

The Modern System for handling Sales Expenses . . . Since 1894

Descriptive Brochure on Request

TRAVELETTER CORPORATION • GREENWICH 3, CONNECTICUT

For More Information Circle No. 221

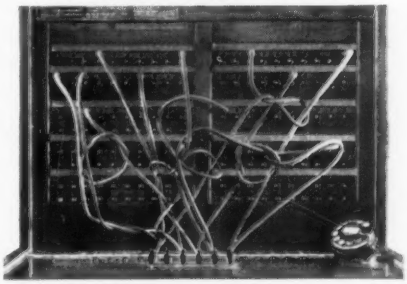
a branch plant, a nine-part invoice is prepared on a model 28 Teletype. The Teletype receiver at the branch plant automatically produces the shipping papers on a ten-part shipping form.

The shipping papers are removed from the branch plant Teletype, separated and distributed. Part 1 (accounting copy) is filed alphabetically. Part 2 (customer's acknowledgment) is mailed to the customer. Part 3 (salesman's copy) is sent to the salesman. Part 4 (regional district office copy) goes to the regional office. Part 5 (selling division copy) is sent to the division that sold the order. Part 6 (production copy) is forwarded to the production department. Part 7 (shipping record) is filed with part 1. Part 8 (sales control copy) forwarded to that department for sales control use. Part 9 (inspection copy) to the inspection department. Part 10 (packing list) filed with part 1.

When the order is ready for shipment, the packing list is attached to it. The accounting copy and shipping record are forwarded to the home office. The invoice is taken from the file, shipping data completed, and the parts are separated and distributed. Parts 1, 2, 3 and 4 (invoice copies) are mailed to the customer. Part 5 (accounts receivable copy) and Part 6 (cost and sales distribution copy) go to the accounting department. Part 7 (commission copy) to the commission clerk. Part 8 (regional or district office advice copy) to the sales office. Part 9 (salesman's advice copy) to the salesman.

This system has overcome all the disadvantages of the former method and a careful study and investigation by the company have shown the new method

YOUR COMMUNICATION PROBLEM IS INTERNAL!



...and DUKANE can solve it

Instant communication by DUKANE saves time and steps. DUKANE provides dependable intercom, private automatic telephone, paging, emergency alarm and evacuation, and background music facilities. DUKANE systems may be used separately or in combination, for complete flexibility and versatility. DUKANE'S communication systems are custom-engineered from mass-produced components—give you the most economical combination for your individual communication needs.

ONE SYSTEM...ONE MANUFACTURER...ONE RESPONSIBILITY GIVES YOU

emergency evacuation
time and work-break signals
inspection control
background music
private telephones
complete intercommunication

Send me information on DuKane systems for better business management.

DuKane Corporation, Dept. O-108s
St. Charles, Illinois

For More Information Circle No. 335

Samsonite

brings the upholstered look to the world's strongest steel chair

New indestructible

SAMSONITE PLASTISHIELD

Steel Folding Chair

Special Samsonite process bonds non-scuff vinyl to steel seat, for new elegance in any room!

Now—Samsonite brings you a completely *different* folding chair! Watch your surroundings take on new beauty with Samsonite upholstered-look chairs. Guaranteed by GOOD HOUSEKEEPING. In washable tan or grey monk's cloth patterns. ***Tests prove:***

Samsonite PlastiShield is slash-proof!
Samsonite PlastiShield is wear-proof!
Samsonite PlastiShield is stain-proof!

FOR FREE BOOKLET write today to: Shwayder Bros. Inc., Institutional Seating, Dept. OF-10, Detroit 29, Mich. ©1958

For More Information Circle No. 349

to be an efficient and economical means of improving customer service and preparing invoices and shipping papers daily. The system's advantages are:

1. Forms are continuous and are always ready for use.
2. Accurate control of all invoices is maintained by preparing them at the home office.
3. Subsequent typing of repetitive information has been eliminated and the possibility of errors reduced. A duplicating master reproduces shipping papers on orders shipped from the home office. A Teletype machine automatically prints such papers on orders shipped from branch plants.
4. Strip coated carbons eliminate unwanted information from parts of the shipping papers.
5. Extraction of carbon is provided by marginal staples and narrow carbons.

"Well, it's about time! It took them four days to find one little mistake that I made in just two minutes."

For faster microfilming... quicker reference

New Recordak Reliant Microfilmer's automatic feeder and Kodamatic Indexing feature speed office routines!

Save time microfilming! Precision feeder handles up to 400 items per minute . . . makes it all but impossible to "double feed" documents and miss pictures.

Important, too—Kodamatic Indexing lets you code your records automatically right on the film. Just dial correct code number before you feed batch of items into Reliant.

Save time viewing records! Unique code lines—recorded on film between document images—are easy to follow against a numbered scale on screen of film reader. These lines lead you right to pictures you want! Take hunt and peck out of film reference.

Versatility, too! New Reliant can endorse checks automatically during microfilming run. Gives choice of 3 reduction ratios, 3 recording methods. Will expose 2 rolls of film simultaneously, one for reference, the other for security file.

Mail coupon for details. No obligation.

"Recordak" is a trademark

RECORDAK

(Subsidiary of Eastman Kodak Company)

originator of modern microfilming

—now in its 31st year

MAIL COUPON TODAY

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415 Madison Avenue, New York 17, N. Y.

Gentlemen: Send me folder on new Recordak Reliant with Kodamatic Indexing. LL-10

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For More Information Circle No. 295

PRODUC-TROL Visual Control

not only schedules,

But automatically checks with TIME, LINE and COLOR control

- Original cost and upkeep low.
- Schedules and time checks operations.
- Historical record to back it up.
- Bad situations show automatically.
- Its simplicity has put it into world-wide use.
- Analyze 100 items in 10 seconds.

Effective Tools for Effective Management

WASSELL ORGANIZATION, INC.

Westport, Conn.

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CARTOONS OF-THE-MONTH

"KNOWN BY THE COMPANY IT KEEPS - LAUGHING"

Build good will for your Company Magazine with cartoons by America's favorite artists. For samples-prices send publication name and circulation.

CARTOONS-OF-THE-MONTH, ROSLYN 3, N.Y.

For More Information Circle No. 429

NEW Books

FILING MANUAL. Mutual Life Insurance Co. of N. Y., Mail Drop 13-6, Broadway & 55th St., New York 19, 32 pp. Free.

Written for secretaries because, the foreword states, "The ability to file material in such a way that it can be produced immediately upon request is an attribute which most surely separates the competent secretary from the incompetent."

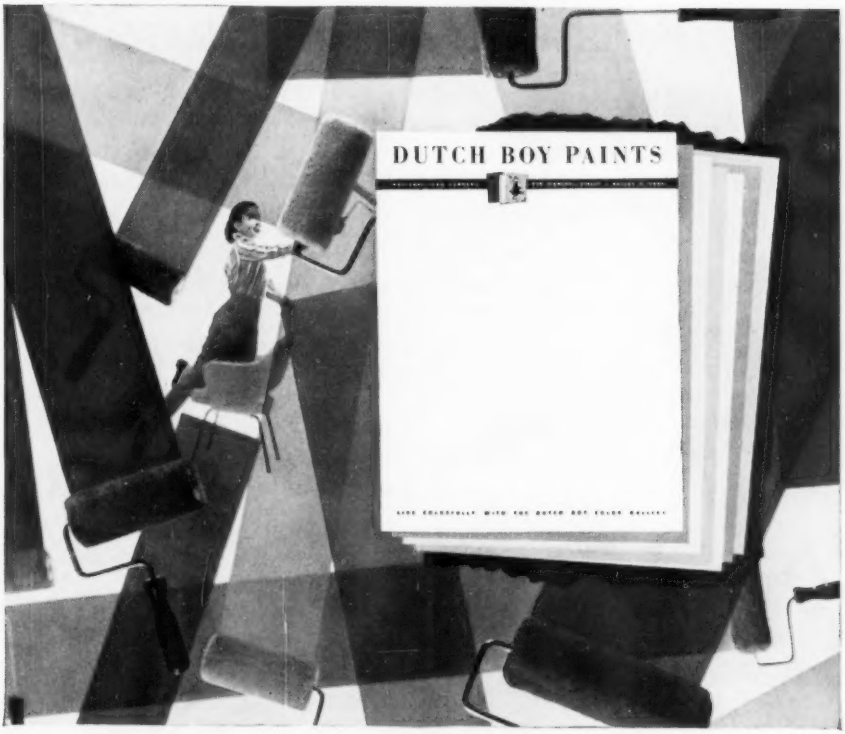
NEW TECHNIQUES FOR MANAGEMENT DECISION MAKING by Franklin A. Lindsay. McGraw-Hill, 330 West 42nd St., New York 36, $15.

A discussion of management decision-making tools, this book describes in non-technical terms the most useful techniques in operations research, statistical analysis, econometric analysis, systems analysis and computer simulation. Explanations and practical examples provide an understanding of the capabilities and limitations of these tools, and the application of probability theory, linear programming, dynamic programming, and queuing theory to production, distribution, marketing, inventory control and other management areas.

MATH-O-MATIC. R-B Crafters, 1642 Fairmont Ave., Philadelphia 30, 224 pp., $5.95.

A book of tables, printed in color for rapid reference, including solutions to problems in multiplication, division, square root and cube root. There are logarithms; also reciprocal and pi products of all numbers from one to 1000. Percentage mark-ups and discounts are quickly found. Printed in West Germany, the thousands of calculations have been checked for accuracy.

Colorful. . . .



Gilbert Papers

From the most brilliant of whites through a complete range of colors, you'll find just the right letterhead paper in the Gilbert line of quality papers. They also give you snap, crisp feel and smart cockle finish . . . qualities made possible by their new cotton fibre content, skilled manufacturing and tub-sizing, air drying. Ask your supplier.

GILBERT PAPER COMPANY, MENASHA, WISCONSIN

BETTER COTTON FIBER PAPERS

A good letter is always better . . . written on a Gilbert Cotton Fibre Bond

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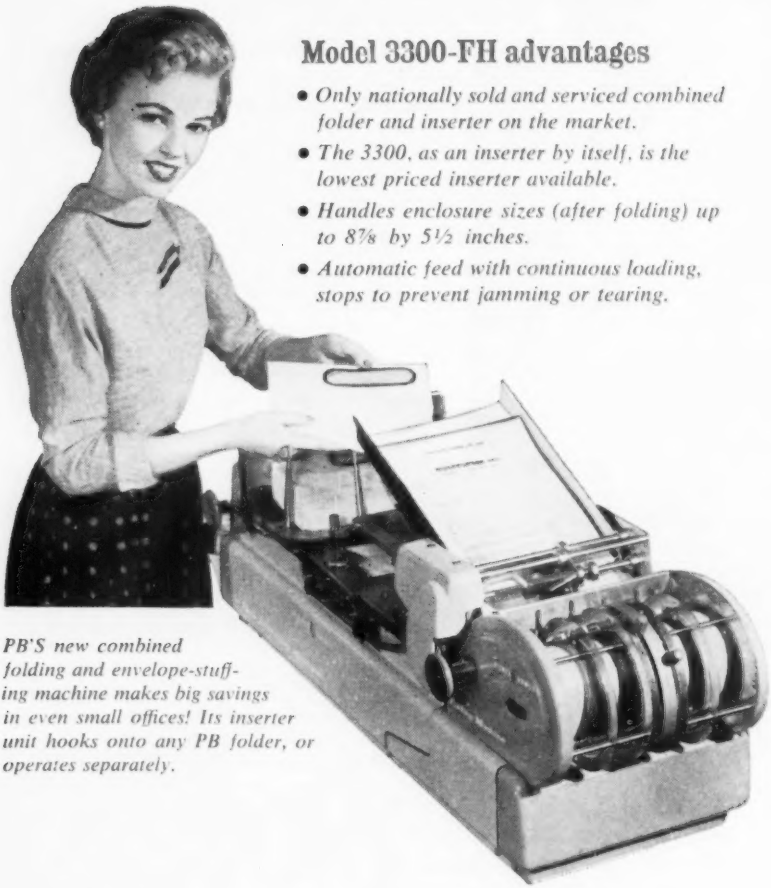
It's here! New combined

Folds and stuffs 500 letters, bills,



Model 3300-FH advantages

- *Only nationally sold and serviced combined folder and inserter on the market.*
- *The 3300, as an inserter by itself, is the lowest priced inserter available.*
- *Handles enclosure sizes (after folding) up to 8⅞ by 5½ inches.*
- *Automatic feed with continuous loading, stops to prevent jamming or tearing.*

PB'S new combined folding and envelope-stuffing machine makes big savings in even small offices! Its inserter unit hooks onto any PB folder, or operates separately.

PITNEY-BOWES Folding and

Made by the originator of the postage meter . . . 107 offices in the U. S. and Canada, with nationwide service coast to coast.

For More Information Circle No. 248

Folding & Inserting Machine

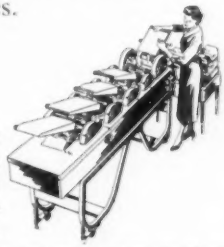
etc. in envelopes in 8 minutes!

If you use the mails to promote your products or services, the new, low-cost Pitney-Bowes combined folder and inserter, Model 3300-FH can eliminate all the headaches of costly, time-consuming handwork, prevent disruption of office workers' routine and lick the problem of finding temporary, extra workers. And it's ideal for routine billing and statement mailing.

The new Pitney-Bowes Model 3300-FH folds—and inserts in envelopes—single enclosures at speeds up to 4,000 per hour—letters, cards, invoices, statements, bulletins, even stapled sheets. Multiple enclosures can be made with more runs through the machine. Faster, neater, less expensive than hand folding and stuffing.

This compact machine is set without tools, is easy to operate, can be run by any office girl. Even with only occasional use, the 3300-FH soon pays for itself in any office. Call the nearest Pitney-Bowes office for a demonstration—no obligation. Or send coupon for free illustrated booklet and case studies.

FREE: *Handy desk or wall chart of new postal rates with parcel post map and zone finder.*



Model 3100, *with six optional stations, inserts up to six enclosures at speeds to 6,000 an hour. Offers optional hookup with a PB postage meter mailing machine.*

Inserting Machines

PITNEY-BOWES, INC.
3459 Crosby St., Stamford, Conn.

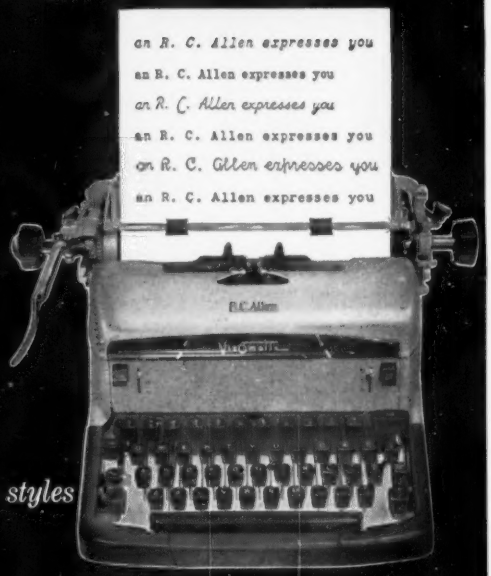
Send free ☐ *illustrated booklet and "case studies" on PB Folding and Inserting Machines;* ☐ *Postal Rate Chart.*

Name _____

Address _____

For More Information Circle No. 248

R.C.Allen VisOmatic



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select your own type from R. C. Allen's 35 styles

Every letter you write can express individuality at a glance! Equip your secretary with an R. C. Allen VisOmatic Typewriter with your choice of 35 type styles. Your letters will identify you immediately . . . stand out among all others! Match office decor with any of 21 modern color combinations. Call your local dealer for today's preferred typewriter . . . R. C. Allen. Full color folder and type style selector free on request.

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668 FRONT AVE., N. W., GRAND RAPIDS, MICHIGAN

Adding Machines • Analysis and Bookkeeping Machines • Cash Registers • Typewriters • Safes and Files • Carbon Paper and Ribbons • Aircraft Instruments

For More Information Circle No. 225

WHEN ORDERING CALENDAR BASES OR REFILLS

SPECIFY EVER READY BECAUSE:

CHOICE OF BASE COLORS:

To keep pace with the trend to color in office decoration, all popular Ever Ready base models are now available in Walnut, Grey, Mist Green and Desert Sand.

FAMOUS KEY-HOLE SLOT:

Permits easy and quick removal of old page stubs. Simply loosen, not remove, top plate studs, lift off top plate, pull out page stubs and the job is done.

PATENTED SNAP-ON ARCH:

Biggest improvement in calenders in years. A light press on the arch and the pad is securely locked in place. A light squeeze of the spring and the arch is released.

TRIM BASE DESIGN:

The Ever Ready base is so well balanced in design that it is just as "at home" in the smartest inner-office setting as in the busiest outer office.

CHOICE OF PAGE STYLES:

Three page styles are available for all Ever Ready 5"x8" bases. There is a Regular Pad, an Appointment Pad, and a Three-Months Head Pad.

FINGER-TIP REFERENCES:

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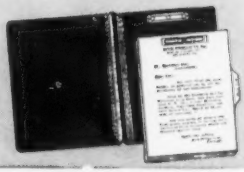

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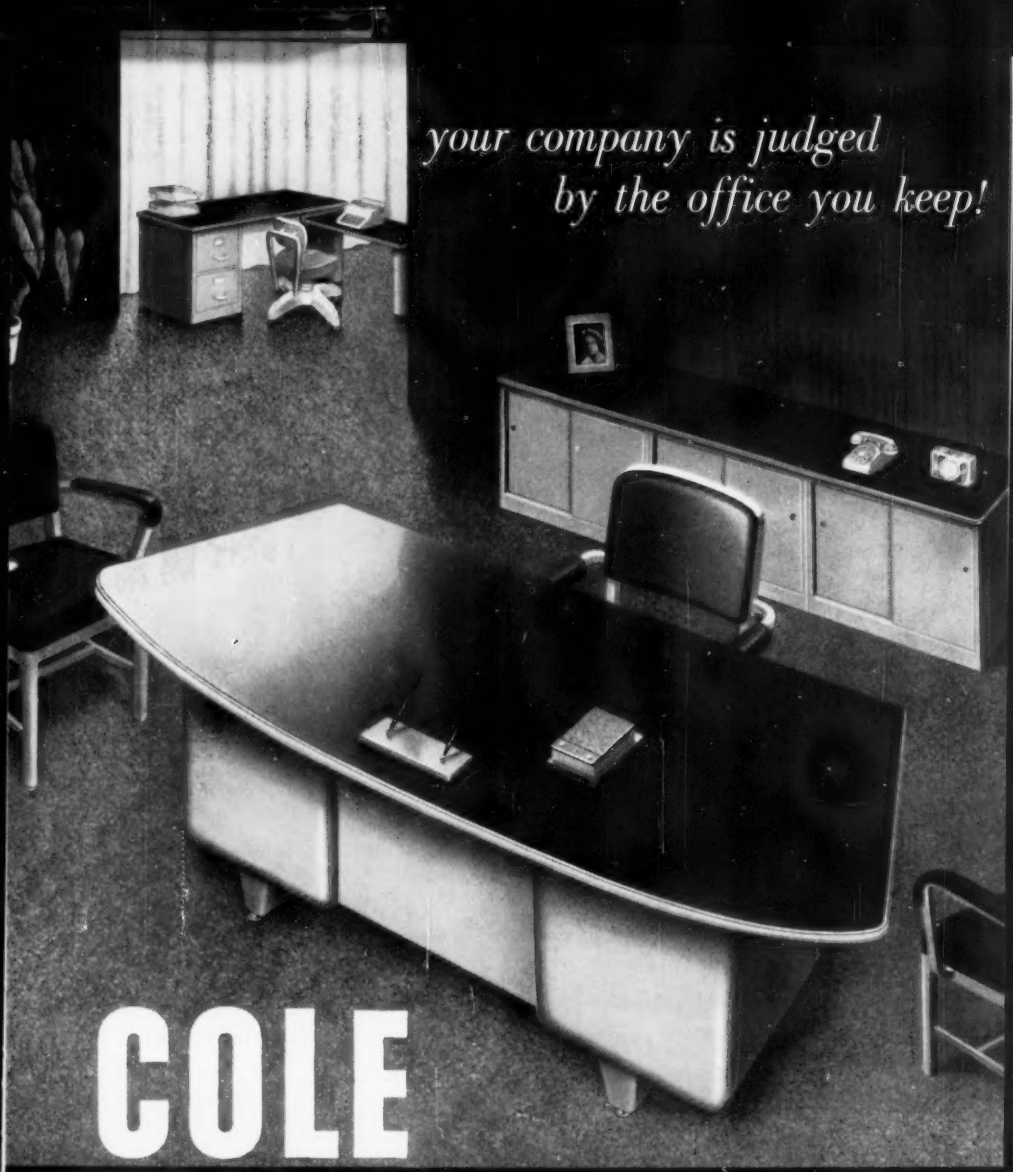

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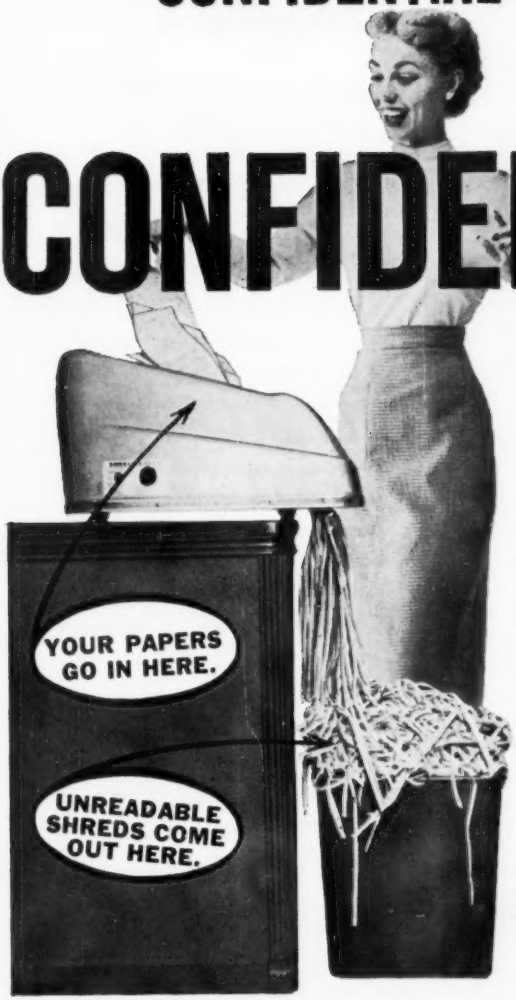

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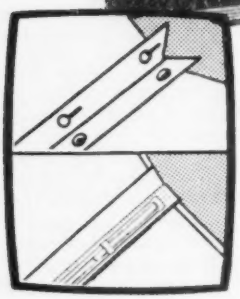

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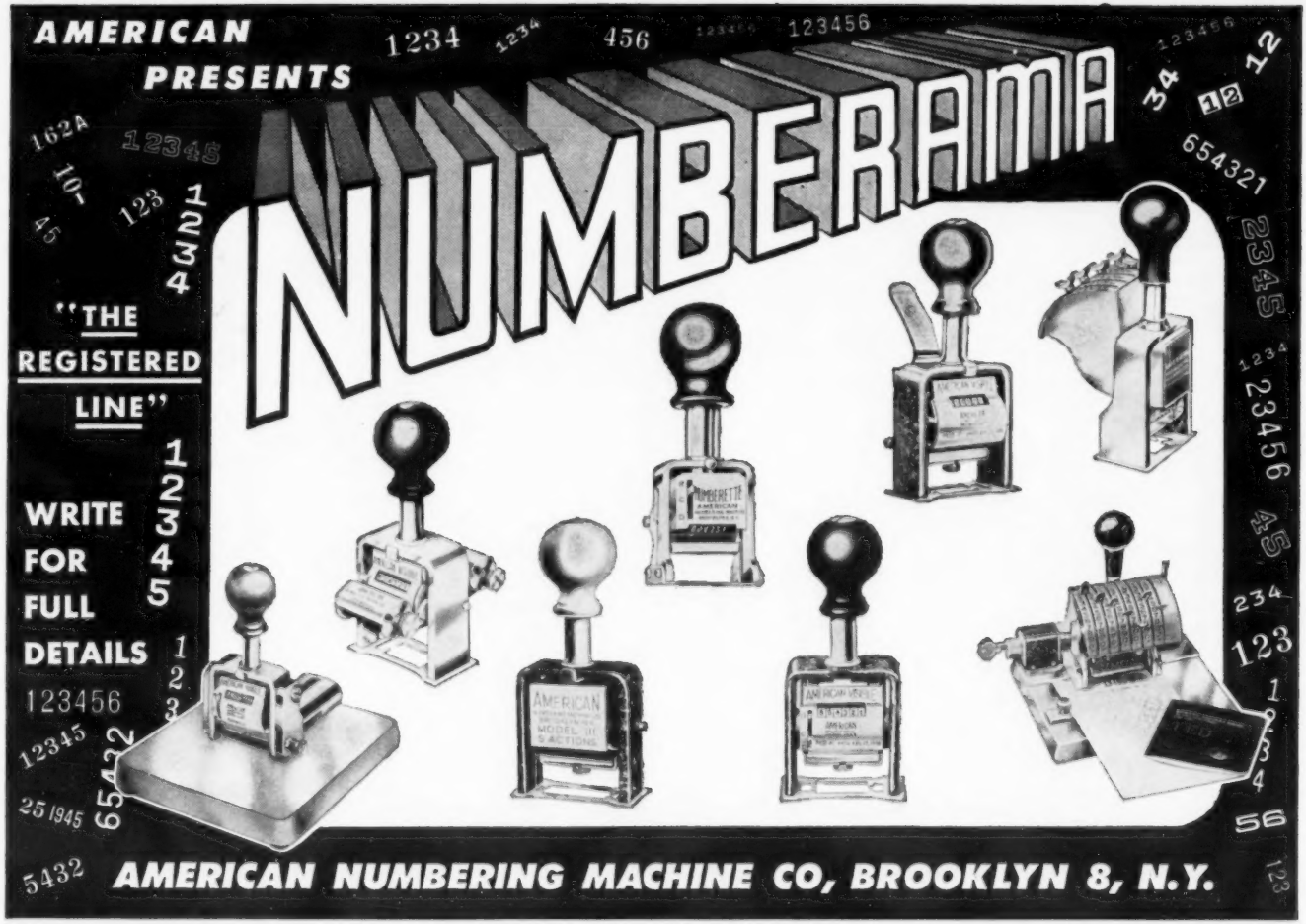
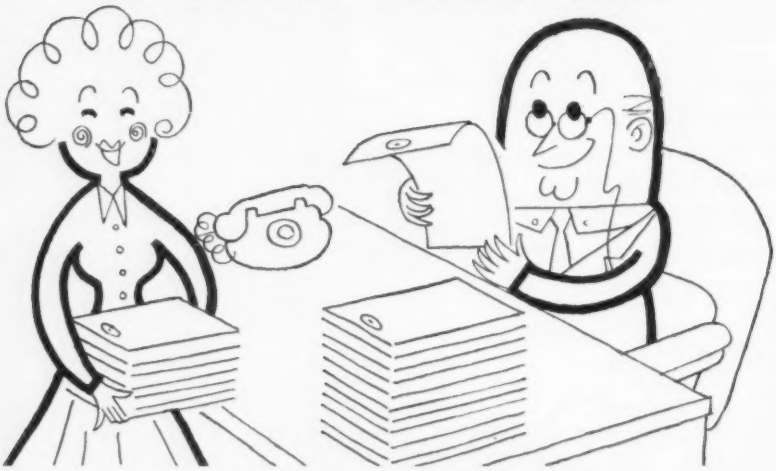


For More Information Circle No. 257

Colitho Direct Image Plates
for OFFSET DUPLICATING



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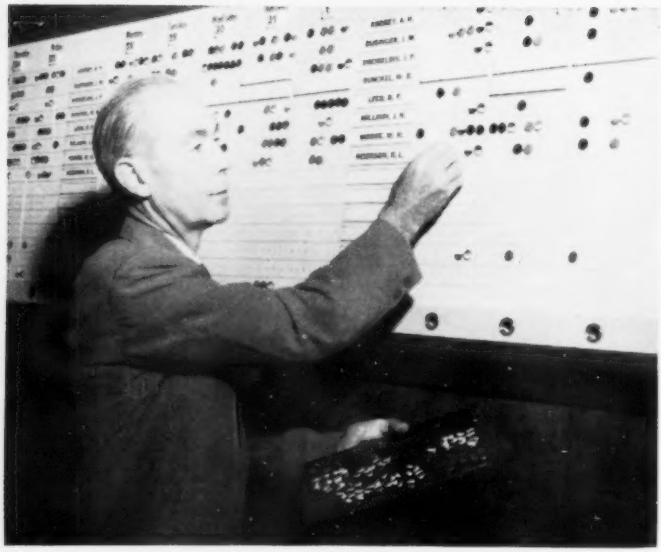
Camera!

C. K. Woodbridge, chairman of the board, Dictaphone Corp., shows Capital Airlines hostess Mary Lou Kent how to operate a Dictet portable voice recorder. All Capital V.I.P. flights are now carrying Dictets for the convenience of passengers who want to work en route. Typed transcript or Dictabelt record is delivered to address specified by passenger.

Porter M. Jarvis, president, Swift & Co., touches a button in Chicago to inaugurate their 16,400 mile communications system, one of the largest private line telegraphic transmission systems in industry. Watching the ceremony are (left to right) W. H. Massarand, Chicago commercial manager, Long Lines Dept., American Telephone & Telegraph Co.; T. G. Redman, Swift's controller; M. N. Strom, AT&T commercial representative; Mr. Jarvis and R. L. Woods, Swift's communications manager.

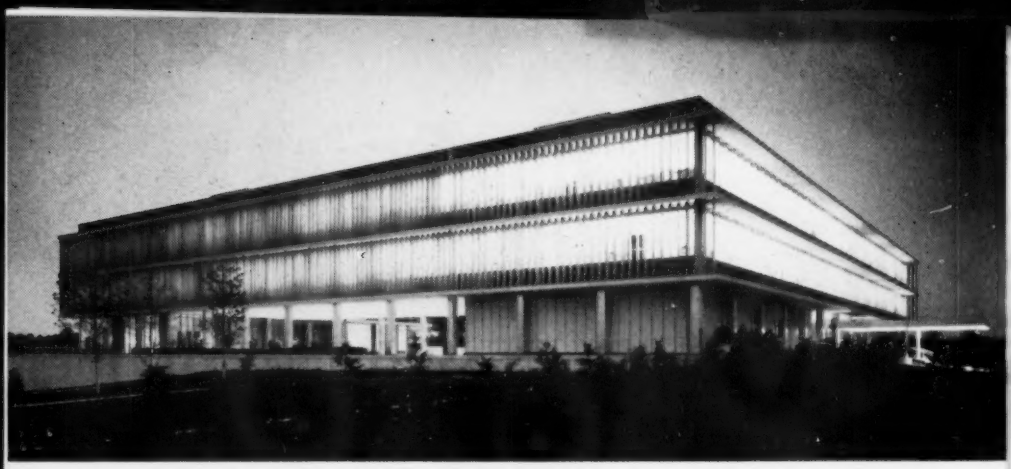
The world's largest single-occupancy office building will be the new home offices of Equitable Life Assurance Society of the U.S. The 42-story structure will have a gross area of 1,700,000 sq. ft. and will provide for a working population of 10,000. Its estimated cost will be $58 million and completion is scheduled for late 1961. The cornerstone will be laid next July on the company's 100th anniversary. A full-scale 40 by 50 ft., two story mockup structure will be used by architects Skidmore, Owings & Merrill to test and study materials and furnishings for the new building. The mockup will also serve as a construction office.



Bankers Trust Co. uses this 8 x 2½ ft. magnetic scheduling board on the executive floor of its New York office building to indicate appointments, luncheons, and conference rooms being used by the bank's eight senior management officials over a three-week period. The board saves executive secretaries' time and eliminates scheduling conflicts.

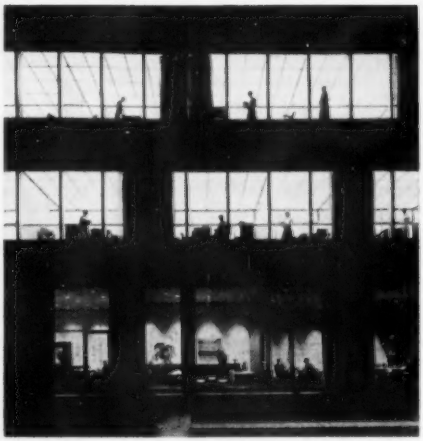
Prudential Microfilms Premium Notices

Proof of mailing premium notices to policyholders, as required by law in six states, is done by microfilming at Prudential Insurance Co. offices. At the home office in Newark, N. J., premium notices for New York State are microfilmed. They average about 50,000 a week. A Recordak Reliant microfilmer reduces the notices 40 to 1. A 100-ft. roll of 16mm film holds 25,000 images. Automatic feeder inserts 400 notices a minute. An electronic control stops the feeder if two overlapped documents try to enter. Electric counter on the microfilmer indicates the number of notices filmed, which is checked by counters on the mail inserting machine and postage meter. After microfilming, film is retained for reference purposes for two years. After that it is stored in a company records center out of the city. In five other states (Kansas, Illinois, Louisiana, Ohio, North Carolina) the law also requires proof of mailing premium notices. Each Prudential office handles the microfilming for the states in its territory.



The new general office building of Reynolds Metals Co. in Richmond, Va., appropriately contains 1,235,000 lbs. of aluminum. The building houses 850 executives and key personnel and it cost $11.5 million excluding its 38-acre site. Aluminum louvers rotate automatically to eliminate direct sunlight and solar heat.

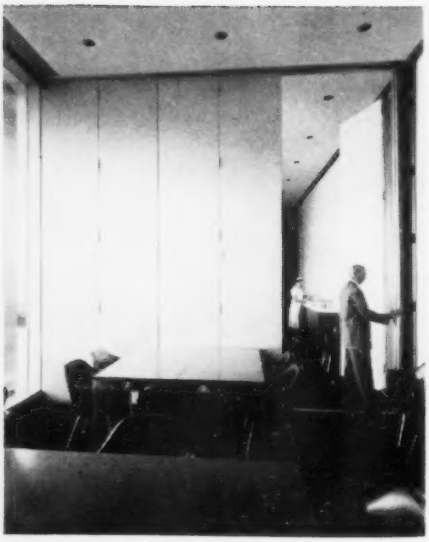
Reynolds Builds An Aluminum Office Building



This night view from the landscaped court shows executive offices on the first floor, other offices on upper floors. Aluminum escalators from the main lobby are the major means of access to other levels of the building.

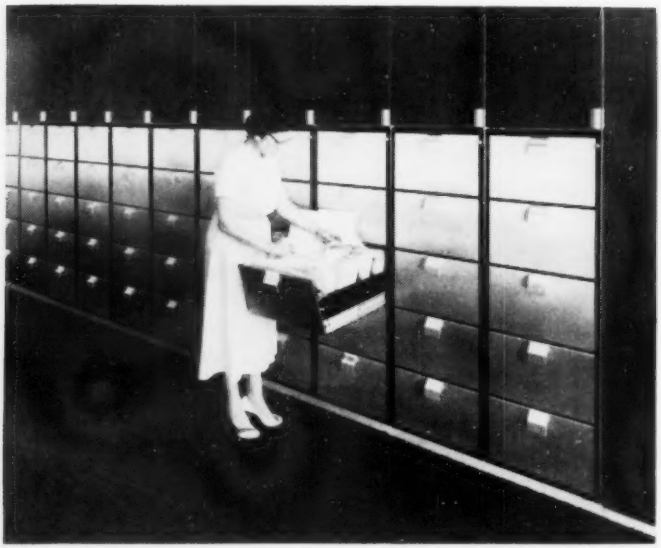
The reflecting pool stores water from five wells on the grounds to irrigate the lawns, shrubs and trees via aluminum irrigation pipe.

The office space on the second and third levels is laid out on a 5′2″ module so that movable aluminum partitions can be rearranged to accommodate basic office sizes in any grouping desired. Desks and chairs are General Fireproofing Company's new Italic Styling line. More than 92,000 sq. ft. of Hexcel aluminum honeycomb panels form the ceiling and serve as air-conditioning plenum enclosures, air and light diffusers. Fluorescent lighting provides almost natural daylight at all times. Specially designed aluminum desk accessories, including calendar stands, telephone indexes, in-and-out baskets and wastebaskets are used throughout the building. (See next page.)



Room-height folding aluminum doors separate the executive dining rooms on the first floor of the Reynolds Metals Co. building.

This aluminum electric typewriter is a showpiece in the new office building.



File cabinets are black anodized aluminum with drawer faces of clear anodized. The light weight makes it easier to handle drawers and shift cabinets when necessary. Drawer handles also serve as label holders.

Italic Styling furniture by General Fireproofing Co. features desks with only one drawer other than shallow middle drawer to discourage employees from burying papers in their desks. Now they must keep them in file cabinets.

Rugs, upholstery and draperies in the building all make extensive use of Reynolds aluminum yarn.

Visitors and employees in the main lobby can look out through glass walls at a classical courtyard with its 40-ft. magnolia tree and leaping fountain. The building was designed to provide graceful, pleasaint environment for employees, including hundreds of female personnel.

The automatic switchboard of the microwave radio and teleprinter circuit of the Virginia State Police in Richmond being inspected by Lt. J. T. Marshall and William Lee. Switchboard automatically routes all calls to the proper destination, gives a busy signal if a particular station is sending or receiving, clears all circuits for a general alarm or emergency message, remembers messages which were interrupted by the general alarm and resumes transmission of them after urgent messages have been sent. It does all this without a human hand touching it and the switching center is virtually unattended except for brief periods of inspection.

State Police Communication System

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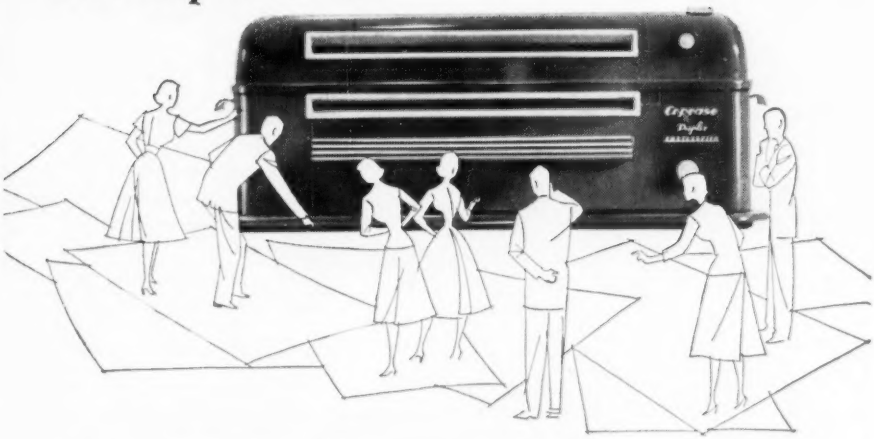

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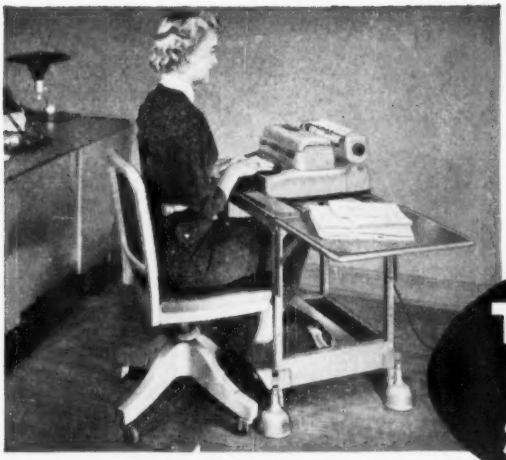

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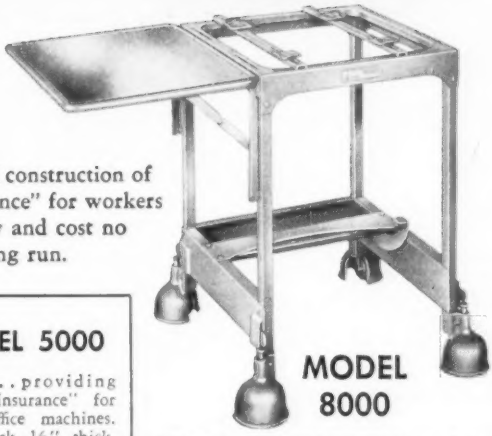

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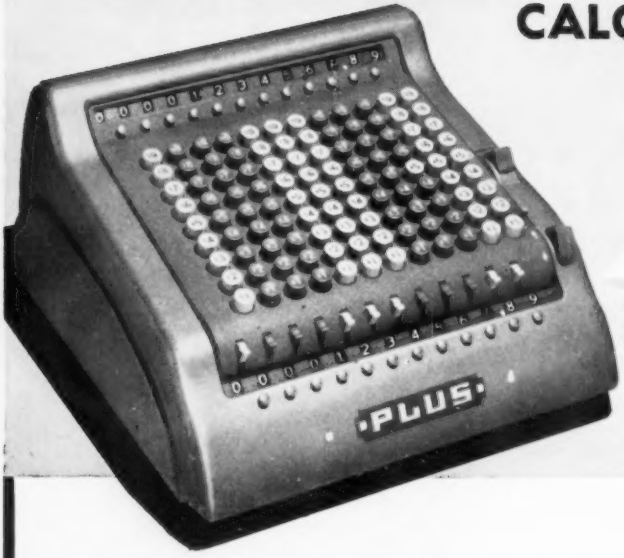

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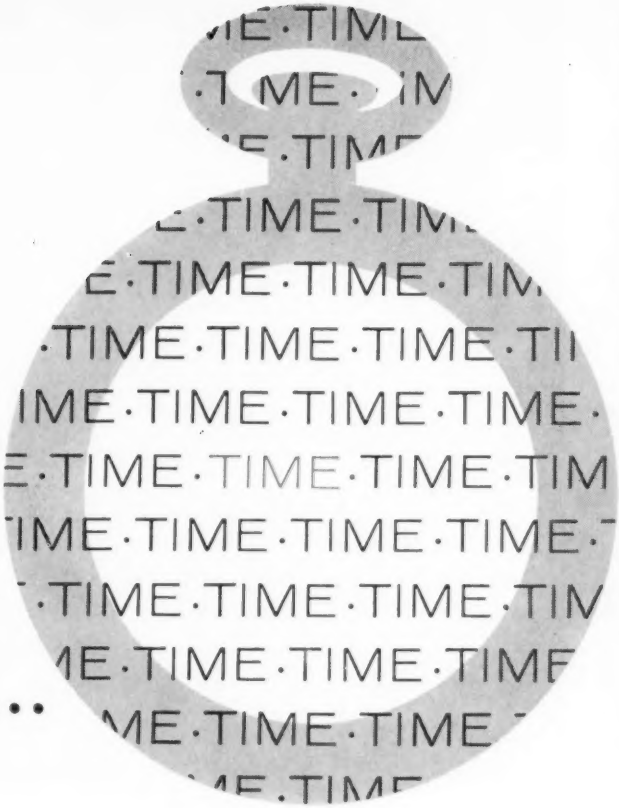

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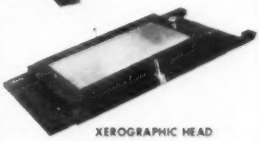

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Basic Units are assembled in minutes to the height and width that best suits your particular needs.

In addition to the numerous advantages of open shelf filing over the drawer type vertical file for active filing, such as faster filing, no drawers to open and unlimited visibility for faster reference, RFI brings you a filing system with a future. Unlike the conventional open shelf file that houses six, seven or eight shelves in a single rigid cabinet, each RFI shelf file is a single basic unit and they can be combined to go as high or as wide as you like.

The work shelf is easily attached and removed. It can be placed in any desired location in any basic unit. The divider compressor is flexible and you can insert as many dividers as desired. They are insertable from either end of the channel. These and many other features make RFI's Open Shelf File the most flexible unit on the market.

RFI

RECORD FILES, INC. WOOSTER, OHIO

REPRESENTED IN ALL PRINCIPAL CITIES

For More Information Circle No. 220

Effective Communication Depends on the Listener

PETER TALOVICH, Business Administrator, National Academy of Sciences, American Assn. of State Highway Officials Road Test, Ottawa, Ill.

DON'T OVERLOOK one of the most important factors necessary to effective communications: a receptive attitude on the part of the listener. Contemporary literature has exhorted the speaker (or writer) to utilize every device known to logic and pedantry—but, unless and until the speaker has the favor of the listener (or reader), the message will fail to get through. This is not to say that the listener (the employee) does not try or does not want to understand the speaker (his supervisor). The failure to communicate arises because the prevailing attitude inhibits him and causes him to suppress his desire to seek clarification by asking questions or by advancing suggestions. This attitude, manifested however subtlely by his superiors, causes the employee to feel that he is an "outsider" and is apt to be "put in his place".

We recognize the need to acknowledge the individual in his own right, yet we steadfastly refuse to fulfill this basic human need. We each recognize it as a personal need, but cannot grant it as a need common to all men. This is particularly true of our day-to-day dealings on the job, and especially in dealings with subordinates. We may leave our home in the morning and speak kindly to the postman, the street cleaner, the bus driver, and others. Once at work, we assume an attitude tolerated in the organization by management. We feel the need to assert our role in the hierarchy and demonstrate to our fellow workers our own superiority. We respond with sarcasm, ignore suggestions, refuse to admit error, and fail to share background knowledge and information necessary to a reasonable understanding of an issue.

Studies by the University of Michigan Institute for Social Research showed that supervisors with a favorable attitude to their employees achieved significantly greater production more consistently than those whose attitudes were hostile or unkindly. There is nothing remarkable about this. It has been known to man since before the time of Aristotle. Given an environment of friendliness and tolerance, the employee will question areas of doubt. He does not hesitate to obtain additional information which will further his understanding and help assure the successful execution of his assignment. By participating in this way, the individual assumes a responsibility for doing his job. He is now an active participant. He is sharing and assuming an obligation to which he feels entitled by virtue of his association and employment. As a result, his own ego is appeased, his work-role assumes an importance above that of a cog, and he strives more diligently to uphold his end of the operation.

To determine the effectiveness of

communication, some test should be made of the penetration level. At what point did the listener fail to comprehend the issue? What is the essential element? These questions can be answered only by the listener. He will provide the necessary clues only if he is given an opportunity and an environment in which he can ask questions and advance suggestions freely without fear of rebuff or ridicule.

To avoid a situation which may prove embarrassing to the employee, the supervisor must be constantly alert to alternative courses of action or methods of approach. By displaying such preparation he will gain the respect and support of his subordinates and insure harmonious relationships within the organization. Situations in which the employee is unable to extricate himself without discredit create resentment, undermine morale and hinder production. If such situations are consistent and common enough, they become manifest in employee unrest. Personnel problems increase, higher costs accrue and a defensive attitude is assumed by all concerned.

There is a weird quirk in our intellectual make-up which makes it a mark of ignorance to ask questions, and ignorance is socially unacceptable. Many of the comedies we see and hear derive their humor from ridiculous questions posed by the comedian. Although this in itself should not affect a normal person's thinking or behavior, it impels us to keep our peace rather than run the risk of being ridiculed by fellow workers. But the embarrassment that results from failure to understand far exceeds the uneasiness which might have been caused by seeking to clarify the issue.

Another factor which is often the cause of misunderstanding is that the employee or the supervisor assumes that certain conditions prevail without any real basis on which to make the assumption. Rather than question what is regarded as a truism, the employee is permitted to learn that the truism is not applicable in the new circumstance. This was demonstrated by the exploits of P. T. Barnum who made a fortune on such gimmicks as an "armless and legless female" which turned out to be a female snake.

We are experiencing, too, the effect in our midst of more than 16 million veterans who have been indoctrinated with the philosophy that "it is not ours to question but to do." This military concept is applicable to the field of battle where it has adequate justification. In today's complicated business world, it has serious limitations. The customs, needs and practices of modern industry are so foreign to those of warfare as to nullify and invalidate comparison. Yet, the reluctance to ask questions is so thoroughly imbued in our young men as to justify its reexamination and banishment.

Recently, a large corporation reported that one of its employees, a veteran, was invited to address a group of students in a neighborhood school. Upon entering the classroom, the entire class rose as a sign of courtesy and welcome. The veteran was flabbergasted but responded with the command, "At ease." After some tittering and a nod from the teacher, the class was seated.

The underlying reasons for an individual's reluctance to ask questions

are often rooted deeply. Management must aggressively seek to encourage employee understanding and participation. This cannot be brought about overnight. Management must demonstrate openly that it wants to share its knowledge and that it appreciates the employee's stake in the successful outcome of the issue. Too often, apparently, the supervisor uses the area of communications to demonstrate his own superiority.

A tolerent, confident executive will interpret questions objectively and without malice.

As stated above, information is deliberately withheld, or grudgingly imparted. If imparted, it is with an attitude of covetousness and defiance. Rather, the employee should be invited to express his interpretation of the issue and to suggest alternatives. By according the employee's views a considerate and tolerant hearing and appraising him of the basic facts, he will be helped in his understanding and appreciation of the supervisor's point of view. To this end the supervisor should not hestitate to disclose the pertinent background and reasons for the course of action chosen. Taking this a step further, he should also explain what results are anticipated, the effect on other operations, and the reasons a particular employee is selected as the medium of accomplishment. The individual is always interested in knowing these aspects of an issue, yet hesitates to ask questions for fear of overstepping his authority or creating the impression that he does not want to cooperate. Questions appear to challenge the authority or knowledge of the supervisor. But a tolerant, confident supervisor will interpret questions objectively and without malice, recognizing that his is the role of the teacher.

By asking questions, the employee shows he has given some thought to the communication and is trying to understand it. But the burden is on the supervisor to elicit participation. This can be accomplished by encouraging the employee to summarize and define the basic issue with assurance that his ideas will be democratically received and objectively appraised. If this attitude were more consistently exercised by speaker and listener it would result in greater harmony, fewer ulcers and increased profit.

Blaw-Knox Saves on Records Control

ROBERT C. MINETTI, President, Records Management, Pittsburgh

THE ENORMOUS accumulation of paperwork in most every business has been a serious problem with Blaw-Knox Co., a large Pittsburgh concern.* Late in 1957 they decided to do something about it. They now feel that the result will save them money as well as improve their records control and storage procedure.

Blaw-Knox operates a highly diversified enterprise with world wide markets. For example, they need records for rolling mills built in Japan, radio towers in Antarctica and gas cleaners in Texas. They have paperwork for steel forms for molding concrete in large construction projects across the country; and files of data to check their road building equipment all over the world. A single contract to engineer and construct a plant may take several years to accomplish from the time the contract is entered until final payment is made. Just what records to retain, where to store them, and for how long, can be important factors in costs and profits.

To solve the filing and related paper handling problems in the seven floors of offices at their Pittsburgh headquarters, they contracted with us to study their files and make recommendations. As a result, this year Blaw-Knox anticipates a savings of $21,000 with $15,000 accounted for by reclaimed file cabinets and office supplies alone. The savings in office space will be approximately $4000. Their new 7500 sq. ft. records center will save them $2000 a year in storage costs and these facilities will provide a more efficient storage system.

N. E. Calmes (right), Blaw-Knox office manager, and the author, examining a drawer of records to determine disposition.

Most filing systems cease being efficient when the active files are put into boxes and moved into inactive storage. There they add to a growing heap of disorganized paper crowding the work space and adding to the fire hazard. The real task in moving toward a solution is to prove that such a problem can be corrected profitably. It may be difficult to realize the expense and correctable

* Blaw-Knox Co. is a supplier of capital goods and services to such basic industries as the metal making and rolling industries; chemical, nuclear, and food process industries; public utilities and communication; road building and heavy construction, and general industry. Employing 11,000 workers, the company operates 14 plants in six states, as well as engineering organizations for the design of plant facilities and their construction or erection in the field. The company's sales volume in 1956 and 1957 was in the neighborhood of $175 million.

waste that comprise old records. Such records, once out of sight, even in the most conscientious firms, are mostly out of mind.

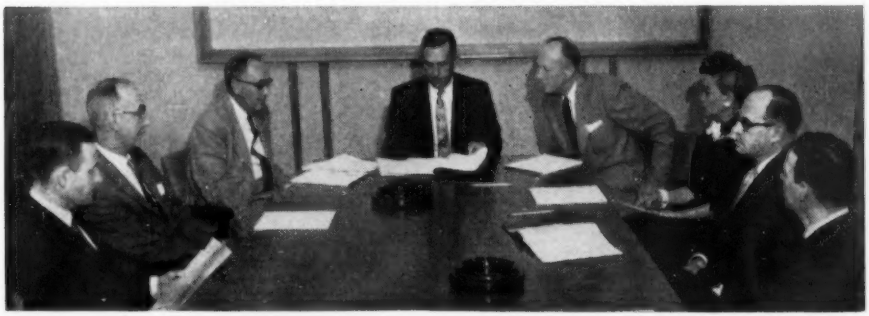
Blaw-Knox had seven floors of modern offices and files, and at least three storage rooms filled to the steam pipes with blueprints, orders, files and boxes of records. Some of these inactive records were stored in excellent filing equipment. Many cabinet drawers contained an average of $60 worth of reusable guides. A third of all stored material represented duplication. Almost 50% of the stored material was not needed at all.

Our first function was to go through 2000 file drawers. Every unit of filed paper was studied and its appearance, size, function and route were recorded. This made it possible to reconstitute the information into more precise and methodical classifications and to compile a catalog or index of the data and groupings. The client was provided with an inventory of the stored material and of all the steps in the paper flow. They saw just what operations were carried on, what paper was used to do it, how and where each item of information was stored, both actively and inactively.

Now came the time for decision. All the data was carefully examined with the aim of developing a methodical procedure that would provide a method of records control that was durable and easily maintained; economical and yet foolproof in its assurance of meeting the reference and service needs.

Most informal and rule-of-thumb efforts of this kind go only to the storage phase of the problem, which is but half the job. Our procedure was designed to develop an authoritative guide and reference for all the filing in the company's headquarters, including what should be filed, how long it should be active, how long inactive, and final disposition.

To develop integrated controls that would have maximum support and effectiveness, a records committee of management personnel representing each department was established. All the facts in the contemplated system were carefully explained to this committee. The members asked questions, made helpful suggestions, assisted in the decisions, and participated in commit-



The records committee at Blaw-Knox. L. to r.: R. Gould, H. Campbell, K. Sandridge, N. Calmes, F. Streine, A. Drivens of Records Management, W. Rawley and the author.

Entrance to the records storage center near Pittsburg. Trailer trucks can drive right in. Guards are on duty 24 hours a day to admit authorized personnel.

Westinghouse Electric Corp. Photo

ting the company to a procedure of records use and control.

Winning the enthusiastic support of such a management committee is an important step in developing a records management program. For any such new system to work, it must be understood and appreciated by the people who are going to use it. The records committee will see that the basic principles of efficiency in records maintenance are being utilized long after the development group has completed its work. Periodic meetings of the com-

Requests for information can be made by Teletype to the records center.

Westinghouse Electric Corp. Photo

The shipping and receiving department at the records center can handle thousands of records and dozens of requests for information, daily.

Westinghouse Electric Corp Photo

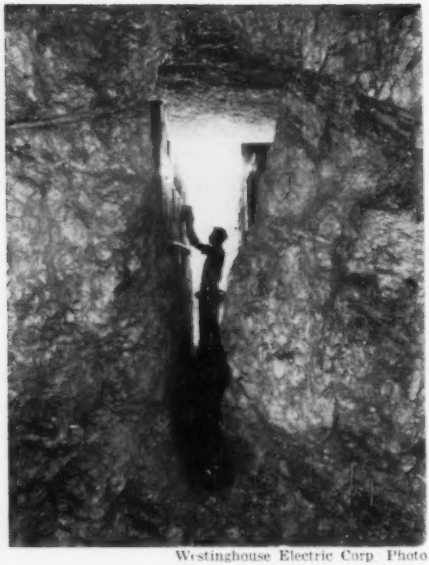
mittee check on performance and adopt changes to meet new developments.

The biggest savings to be achieved from records control are usually associated with inactive records. This was true at Blaw-Knox. There seems to be a natural hoarding instinct in all of us, intensified by memories of occasional embarrassment or difficulty caused by misfiled records. The answer to this problem is not in filing or storing needless information. The more precisely a filing system is confined to essential material, the more certainly will it deliver the information when needed.

They had been using an "archives" procedure, which was quite accurate but required considerable clerical work for each transaction. This method is used, for example, in museums, and hardly fits the needs of a hard-driving, fast-moving modern business. In contrast to the archives concept, is the modern records center which relieves the corporate organization of a major portion of the maintenance of inactive records. It increases the control and safety of records, the quantities of records which can be conveniently controlled, and the speed of reference to stored information.

The Blaw-Knox Records Center is located some 50 miles north of Pittsburgh in the underground limestone vaults of the National Storage Co. Inside this subterranean facility are 80 acres of storage space, safe from virtually all threats of damage or loss. The atmosphere has virtually perfect conditions of temperature, humidity and air circulation. The National Bureau of Standards has pronounced these conditions as "ideal" for records storage. Similar storage facilities are also used by various other firms.

This is what happens in the new system when active records are to be transferred to inactive files. First, they are culled of unimportant papers. Then the department records supervisor prepares a multiple set of forms, which provides the guides to indexing and control. The first copy of the form is a label which is affixed to the carton. One copy is kept and three others are sent with



Westinghouse Electric Corp. Photo

Blaw-Knox records are stored at ideal temperature and humidity, and safe from disaster, in the records center carved out of limestone 200 ft. below the ground.

the carton to the records center manager, who files one copy by records codes, one by destruction date, and returns one to the department records supervisor. The returned copy identifies the exact shelf location and serves as a receipt for the carton.

When a reference to any record in the center is desired, a quick check of the index and a direct-wire phone call will have a records custodian on the phone with the information in minutes. If the paper itself is needed at the office, it is delivered by messenger within hours of the request. This is all accomplished at a fraction of the cost of storing the records in their own building. The former storage or dead space is now being converted into profit-making office space.

The slow but steady accumulation of inactive files, inadequately managed, can cost any company of sizable scope thousands of dollars each year. At best, the task of keeping track of the complex business operations of a multi-plant company, serving a number of national and even world-wide markets, is enormous and costly. To combat the problem of wasteful filing being frozen into a records system, a records management program is an excellent investment. The savings in floor space, equipment and supplies used for inactive records will pay for the installation of the Blaw-Knox program in little more than one year. From then on, they will enjoy net savings, as well as the service that insures effective records control and provides protected records storage with improved reference.

Westinghouse Electric Corp. Photo

A two-way communication system allows normal conversation between searchers and the records center control desk.

50th

NATIONAL BUSINESS SHOW

OCTOBER 20-24

IN NEW YORK

MORE THAN 150,000 are expected to see nearly 400 exhibits at the National Business Show in New York's Coliseum, October 20-24, according to the Office Executives Assn. of New York, sponsors of the show. Because this will be the show's 50th edition, the opening this year will be more impressive and formal, to honor the show's half-century of service to American industry. Newell Brown, U. S. Assistant Secretary of Labor, will come to New York from Washington to officially open the show. Other dignitaries on hand will be Gov. Averell Harriman and Vincent O'Shea, Deputy Commissioner of New York City's Department of Commerce & Public Events.

The actual opening will be accomplished by the slicing of a 50 lb. cake standing 28″ high. The cake, presented to the show by *Bakers Weekly*, will have a base covered with rococco decorations surmounted by a gold-iced typewriter. It will be sculptured by Cake Specialties by Francis, Belleville, N. J.

Show visitors are expected from more than 50 countries, including some from behind the Iron Curtain, as well as from nearly every state in the Union.

For the first time in the history of trade shows, voting machines will be used to determine a variety of statistical data concerning the visitors. Through the cooperation of the Shoup Voting Machine Corp., four machines, identical to those used at the Brussels Fair, it will be spotted on the show floor to record answers to a series of questions posed to visitors.

The impact of this year's National Business Show will reach across the nation. On October 20, the office equipment industry, through the National Business Show, will be saluted on the entire NBC network of nearly 200 radio

Accounting Systems Co.
Acme Visible Records, Inc.
Adding & Bookkeeping Machines Corp.
Addo-x, Inc.
Addressing Machine & Equipment Co.
Addressograph-Multigraph Corp.
Adrema-Werke G.m.b.H.
All-Steel Equipment, Inc.
Alma Desk Co.
Alma Office Machine Corp.
American Automatic Typewriter Co.
American Geloso Electronics, Inc.
American Map Co.
American Photocopy Equipment Co.
Amperdex Electronic Co.
Aristocrat Mimeograph Co.
Atlas Stencil Files Corp.
Automatic Electric Sales Corp.
Bankers Box Co.
John Barfoot, Inc.
Bates Accounting Forms Corp.
Bates Mfg. Co.
Bell & Howell Phillipsburg Co.
Better Packages, Inc.
Billen Engineering
Bircher Co.
Bohn Duplicator Corp.
Bro-Dart Industries, Inc.
Browne-Morse Co.
Charles Bruning Co.
B. H. Bunn Co.
Calculator Equipment Corp.
THE CANADIAN OFFICE
Carew-Meehan Co.
Carteret Printing Co.
Chart-Pak, Inc.
Chromatone Printing Ink Co.
Cincinnati Time Recorder Co.
Cleartype Map Co.
Coffee Vending Service, Inc.
Collamatic, Inc.
P. F. Collier & Son Corp.
Collister Corp.
Colonial Pay-Rite Systems
Commercial Controls Corp.
Comptometer Corp.
Consolidated Business Systems, Inc.
Control Systems, Inc.
Copease Corp.
Copycat Corp.
Copy-Craft, Inc.
Cormac Photocopy Corp.
Cummington Corp.
Curtis Partitions
Cushman & Denison Mfg. Co.
C.V.S., Inc.
Davidson Corp.
DeJur-Amsco Corp.
Dennison Mfg. Co.
Denominator Co.
A. B. Dick Co.
Dicto Electronics Corp.
Dictograph Products, Inc.
Didde-Glaser, Inc.
Diebold, Inc.
Ditto, Inc.
Documat, Inc.
Do-More Chair Co.
Duophoto Corp.
Eastman Kodak Co.
Ebco Mfg. Co.
Elbe File & Binder Co.
Electrofile Corp.
Electronic Communications, Inc.
Electro-Rex Corp. of America
Elliott Addressing Machine Co.
Encyclopaedia Britannica
Everest Office Machine Co.
Executone, Inc.
Federal Telephone & Radio Co.
Felins Tying Machine Co.
Filing Equipment Bureau, Inc.
First National City Bank of N. Y.
Fordigraph Corp. of America
Friden Calculating Machine Co.
GBC America Corp.
General Binding Corp.
General Electric Co.
General Photo Products Co.
Gestetner Duplicator Corp.
Gibson Machine Mfg. Co.
Goldsmith Bros.
Goodyear Printing & Stationery Co.
Graphic Microfilm Corp.
Gray Audograph Co.
R. R. Green & Associates
Grolier Society
Haloid Xerox, Inc.
Hamilton Employment Service, Inc.
Hamilton Mfg. Co.
John Hancock Life Insurance Co.
Philip Hano Co.
Harter Corp.
Haskell of Pittsburgh
John D. Hawkins Co.
Heat-Timer Corp.
Heller Roberts Mfg. Corp.
Hercules Seating Co.
Heyer Corp.
Hot Coffee Vending Service Inc.
H-O-N Co.
Hunter Photo Copyist, Inc.
Hygienic Phone Service, Inc.
Inter-Continental Trading Corp.
International Autopen Co.
International Office Appliances
International Postal Supply Co.
International Tel. & Tel. Corp.
Itkin Bros.
Johnson Farebox Co.
Kellogg Switchboard & Supply Co.
Kenro Graphics, Inc.
Klug Co.
Korda Industries
Krengel Mfg. Co.
J. M. Kuhlik
Labelon Tape Co.
Lamson Corp.
Letterex Corp.
Lithoplate, Inc.
Logan Business Products Inc.
F. G. Ludwig, Inc.
Macey Co
Maggie Magnetic, Inc.
Magne-Dex Sales of N. Y.
Mailers Equipment Co.
Management Assistance, Inc.
Manpower, Inc.
Marchant Calculators
Marsh Stencil Machine Co.
Master Addresser Co.
Mayhal Photocopy Co.
Melcar Business Equipment
Metwood Office Equipment Corp.
Michael Lith, Inc.
Microdealers, Inc.
Microtext Publishing Corp.
Miles Reproducer Co.
Minnesota Mining & Mfg. Co.
Modern Products Co.
Monarch Metal Products, Inc.
Monroe Calculating Machine Co.
Morgan Sign Machine Co.
Mosler Safe Co.
Multi-Color Lithographers, Inc.
Mutual Products Co.
National Office Management Assn.
National Bundle Tyer Co.
National Business Systems, Inc.
New Canaan Engineering Co.
New York Telephone Co.
Nord Mfg. Corp.
North American Philips Co.
North Electric Co.
NuArc Co.
NuPak Coffee Service
THE OFFICE
Office Dynamics Corp.
Office Systems & Equipment Inc.
Office Temporaries, Inc.
Old Town Corp.
Olivetti Corp. of America
Walter R. Oreamuno & Co.
Orville Dutro & Son, Inc.
Ozalid Div., General Aniline & Film Corp.
Pacific Instruments Corp.
Pack Mfg. Co.
Paillard, Inc.
Parnat Business Machines Corp.
Payroll Tax Service, Inc.
Peirce Dictating Systems, Inc.
Philco Corp.
Photorapid of America, Inc.
Photostat Corp.
Pitney-Bowes, Inc.
Plan Hold Corp.
Plastic Binding Corp.
Polychrome Corp.
Port Huron Sulphite & Paper Co.
Private Office Personnel Agencies
Puritron Corp.
Ramsey Co.
Record Files, Inc.
Recordak Corp.
Recording & Statistical Corp.
Redifixt Forms, Inc.
Regina Services Corp.
Rex-O-Graph, Inc.
Rex-Rotary Distributing Corp.
Robertson Photo-Mechanix, Inc.
Rockaway Metal Products Corp.
Rovico, Inc.
Royal Zenith Corp.
Russell Distributors
Sadolins Inks of Denmark, Ltd.
Salespower, Inc.
Santini Bros.
School of Machine Shorthand, Inc.
Scott Paper Co.
Scriptomatic, Inc.
C. E. Sheppard Co.
Simplex Time Recorder Co.
Smith-Corona Marchant, Inc.
SoundScriber Corp.
Speedograph, Inc.
Speed-O-Stat Corp.
Standard Instrument Corp.
Standard Manifold Co.
Standard Pressed Steel Co.
Staplex Co.
Statistical Tabulating Corp.
Statmaster Corp.
Stromberg-Carlson Co.
Superior Typewriter Co.
Swift Business Machines Corp.
System Display Co.
Systematics, Inc.
Tab Products Co.
Taller & Cooper, Inc.
Talmalin Mfg. Co.
TelAutograph Corp.
Tele-Norm Corp.
Telephone Cleaning & Sterilizing
Thomas Collators, Inc.
Tiffany Stand Co.
Times Facsimile Corp.
Transkrit Corp.
Tripard Mfg. Co.
Tru-Rite, Inc.
United Business Machines Corp
United States Plywood Corp.
Van Clief Lithographing Co.
Van Son Holland Ink Corp.
Varigraph Co.
Vari-Typer Corp.
Victor Adding Machine Co.
Visible Records Equipment Co.
Wassell Organization, Inc.
Watson Mfg. Co. Inc.
Alfred Allen Watts Co. Inc.
Weber Addressing Machine Co.
Webster Electric Co.
Weckesser Co.
Western Union Telegraph Co.
Westinghouse Electric Corp.
Wheeldex & Simple Products, Inc.
M. G. Wheeler Co.
Willoughby Business Methods Corp.
Worcester Pressed Steel Co.
Wright Line, Inc.
York Safe & Lock Co.

10 PAGES

ST. LOUIS POST-DISPATCH

Only Evening Paper in St. Louis with both Associated Press and United Press Service

SEVENTH EDITION

VOL. 61, NO. 65. ST. LOUIS, SATURDAY EVENING, OCTOBER 24, 1908. PRICE ONE CENT

AMERICAN WINS VANDERBILT CUP; RECORD BROKEN

George Robertson on a Locomobile Makes Speed of 64.3 Miles an Hour.

NO SERIOUS ACCIDENT

Rain Makes Track Slippery but Drivers Skillfully Turn the Corners.

H-A DOUBLE N-E-G-A-N!

Bar-ri-gan, "Thats me!"

HANNEGAN HAS DISAPPEARED AND LAMBERTS KEEP MUM

NAVY SCORES EARLY IN GAME WITH HARVARD

Midshipmen Make Touchdown and Kick Goal Soon After Play Starts.

STRUGGLE IN THE RAIN

Uncle Sam's Boys Favorites in the Betting—Team Little Changed.

"HON. THANKS," SAYS ROOSEVELT TO THE MIKADO

TAFT HOUNDED LABOR LEADER PETTIBONE TO HIS DEATH, SAYS DEBS

EUGENE V. DEBS

Socialist Candidate for Presidency Addresses Audience of Some.

FRANK HUSSEY A LEADER OF GREEN HAT BRIGADE

PENNSY SCORES ON INDIANS IN THE FIRST HALF

Keystone School Battles With Carlisle on a Muddy Gridiron.

One of the 1908 newspapers to be displayed in the National Business Show's theme center. Taft, Bryan and Debs were running for president; the Vanderbilt Cup was won by a Locomobile doing 64.3 miles an hour and Pennsylvania's football team was playing the Carlisle Indians.

stations by Alex Dreier, internationally known commentator and news analyst. Mr. Dreier's audience of 9 million listeners will be told about the tremendous progress that the industry has made in the past 50 years, its importance to all businesses and the national economy, and the vital role that the National Business Show plays in presenting the products to the business community. (The program will be aired at 6:05 p.m., New York time.)

Shortly before the show opens, New York's Mayor Robert H. Wagner will issue a proclamation declaring the week of October 20, "Business Week" in honor of the 50th National Business Show. The actual proclamation will be presented to Arthur B. Richmond, president of the Office Executives Assn., during the show's opening ceremonies.

The show's theme center will represent a city street in 1908. Business machines of that period will be shown, as will be the front pages of some 60 newspapers dated Oct. 20-24, 1908. There is no admission charge to the National Business Show. Free tickets are available from exhibitors or at the door to adults.

NATIONAL BUSINESS SHOW EXHIBITORS

Systems Meeting in Pittsburgh

A NEW CONFERENCE method is planned by the Systems & Procedures Assn. for its International Systems Meeting at the Penn-Sheraton Hotel, Pittsburgh, Oct. 13-15. Registrants will have more time to spend at each meeting because the meetings will be brought to them. Each registrant will select his permanent reserved conference seat at a group table for all sessions after the general assembly. He may leave his papers and personal belongings at his place. There will be no need for him to move to another location. Coffee will be served in the morning and afternoon, and hot and cold buffet luncheons will be brought to the registrant in the meeting room.

This type of organization will allow conferees to discuss all subjects with the other people at their group table. Individuals will be able to become acquainted with other systems men. Time will be allotted for floor discussion with all speakers. Traveling floor teams with microphones will put the registrants' tables in direct contact with the speaker. As a by-product of registration, an identification card will be placed at each registrant's conference seat. At the end of the conference, this card will become the address label for a container of all the conference material which will be mailed free to the registrant. The major parts of the conference will be recorded on film which will be used as the nucleus of conferences in many chapter cities.

The commercial exhibits will be the largest ever presented at an SPA meeting. There also will be a professional exhibit this year which will include his-

EXHIBITORS AT THE INTERNATIONAL SYSTEMS MEETING

Addressograph-Multigraph Corp.
Autographic Business Forms, Inc.
Bell Telephone Co. of Pennsylvania
Bohn Duplicator Corp.
Bromlee, Inc. (Thermofax)
Burroughs Corp., ElectroData Div.
Charles Bruning Co.
Curtis 1000, Inc.
Dashew Business Machines, Inc.
Davidson Corp.
A. B. Dick Co.
Diskwriter, Inc.
Ditto, Inc.
Thomas A. Edison
Egry Register Co.
Elliott Addressing Machine Co.
Farrington Mfg. Co.
Ferranti Electric, Inc.
Friden Calculating Machine Co.
General Fireproofing Co.
International Business Machines Corp.
Liken Employment & Personnel Services
Miles Reproducer Co.
Monroe Calculating Machine Co.
Moore Business Forms, Inc.
National Cash Register Co.
National Record Storage
Ozalid Div., General Aniline & Film Corp.
Recordak Corp.
Remington Rand Div., Sperry Rand Corp.
Solartron Electronics Group, Ltd.
Standard Register Co.
Tab Products Co.
Taller & Cooper, Inc.
Uarco Business Forms, Inc.
Underwood Corp.
Vari-Typer Corp.
Visirecord, Inc.
Watson Mfg. Co., Rol-Dex Div.
Weber Addressing Machine Co.
Western Union Telegraph Co.
Wright Line, Inc.

torical items, unusual systems applications, systems literature, procedure manuals, forms from businesses throughout the world and novel systems equipment. Several hundred systems courses in schools throughout the country will be listed.

A three-day Systems Panorama will give registrants a broad but basic insight into all working techniques in the

Systems Panorama

Under the direction of Leslie H. Matthies, Section Chief, Engineering Administrative Services, Hallamore Electronics, Anaheim, Calif.

"Methods—Work Measurement"

MISS A. LOEBER
Hall of Records Los Angeles County
Los Angeles, California

"Analyzing the Organization"

J. G. NAGRO
Manager, Budget Control
The M. W. Kellogg Company
New York, New York

"What Is Systems Work"

NEIL POLLOCK
Manager, Office & Methods Department
Stewarts & Lloyds Ltd.
Birmingham, England

"Electronic Systems"

R. C. HEAD
Data Processing Superintendent
America Fore Insurance Group
San Francisco, California

"Tools of Systems Work"

GEORGE E. GARNSEY
Manager, Systems & Procedures Department
General Tire & Rubber Company
Akron, Ohio

"Selling Systems & Systems Work"

A. Y. DAVIS
Manager, Systems Department
Charles Pfizer & Company
Brooklyn, New York

"Records & Correspondence Management"

MISS M. SHEPPARD
Vice President
Emmett Leahy Company
Washington, D. C.

"Forms Control & Design"

CLEO BATEMAN
Vice President in Charge of Operations
Ross-Martin Company
Tulsa, Oklahoma

"Making a Systems Survey"

BRUCE SMYTH
Assistant Vice President
Federal Reserve Bank of Chicago
Chicago, Illinois

"Forms Control & Design"

GIBBS MYERS
Manager, Systems & Procedures
Kearfott Company, Inc.
Little Falls, New Jersey

"Tools of Systems Work"

WILLIAM C. GILL
Office Manager, Tulsa Division
Douglas Aircraft
Tulsa, Oklahoma

systems field. This will run concurrently but separately from the regular meeting and present nationally known systems leaders. The systems novice and the general business executive will be interested in this part of the conference.

All registrants will have the opportunity to play "smart" (Systems Managers' Administrative Rating Test), developed by the Taylor Management Test Laboratory of the Wharton School, University of Pennsylvania. Real systems problems, presented for competitive discussion and solution, will be scored through three days of shifting decisions. An IBM 650 computer will be used for the "smart" game as well as to aid anyone to locate a registrant. Lists of registrants will be provided alphabetically, by industry, by company and by their company's geographic locations. A conference newspaper will be delivered to each registrant's reserved conference seat. Free hospitality rooms will be set aside for professional and industry groups so that registrants can make the special contacts they desire outside the regular scheduled program periods.

The conference will build up to its climatic end on the third day with the annual banquet which this year should be more meaningful to all. It is believed that each registrant will not only get more out of this conference, but will better enjoy it because of the many special accommodations planned for his benefit during both working and relaxing periods. An advance copy of the program, and registration forms, may be had by writing 1958 International Systems Meeting, Parlor 70-M, Penn-Sheraton Hotel, Pittsburgh 19.

SPEAKERS AT THE INTERNATIONAL SYSTEMS MEETING

BUSINESS, GERMANY

The Development and Operation of an Existing Totally Integrated System

GEORG REINICKE

Grossversandhaus QUELLE. Installed fully automatic system to operate one of the largest European merchandising companies.

EDUCATION, U. S.

Operations Research In Systems Work

DR. HERBERT P. GALLIHER

Operations Research Project, Massachusetts Institute of Technology, Cambridge, Massachusetts. Actively directs OR work at one of the earliest graduate centers for Operations Research.

BUSINESS, U. S.

Communications in the Jet Age

ANDRE G. CLAVIER

Vice President, ITT Laboratories, Division of International Telephone and Telegraph Corporation, Nutley, New Jersey. Internationally known authority on communications theory and practice.

BUSINESS, U. S.

Approach, Analysis, and Design of a System

DR. A. V. FEIGENBAUM

Manager, Quality Control Service, General Electric Company, New York, New York. Consultant, Author, and Business Executive in the fields of management planning and quality control.

search. | and practice. | control.

BUSINESS, U. S.

BERNARD KILGORE
President, The Wall Street Journal, New York, New York. Directs the activities of America's greatest business newspaper.

BUSINESS, ENGLAND

Appraisal of British and European Business Systems

GEOFFREY J. MILLS
Deputy Chief Controller, J. Lyons & Co., Ltd., London, England. Author, lecturer, consultant, and practioner of systems work in Europe for twenty-five years. Chairman, National Council, British Office Mgt. Association.

BUSINESS, U. S.

Industrial Management & Systems

J. E. ANGLE
Vice President, Industrial Engineering, United States Steel Corporation. Key administrator in the U. S. Steel organization. Long career in operations and engineering.

EDUCATION, ORIENT

Parkinson's Law

C. NORTHCOTE PARKINSON
Raffles Professor of History, University of Malaya, Singapore.

BUSINESS, JAPAN

Appraisal of Today's Business Systems—Asian Viewpoint

T. YOSHITAMI ARAI
Representing the Japan Productivity Center, national organization to promote greater productivity through improved business techniques. Presently assigned to assist International Cooperation Administration, Washington, D. C.

MILITARY, U. S.

Communications Trends

LT. GENERAL JAMES D. O'CONNELL
Chief Signal Officer, Department of the Army, Washington, D. C. Directs one of the largest communication systems in the world.

EDUCATION, U. S.

The Operating Characteristics of the Highly Automatic Factory

JAMES R. BRIGHT
Associate Professor of Business Administration, Harvard Business School. Teacher, consultant, and author of recent book, "Automation and Management." Member of the Review Board of the "Harvard Business Review."

CONSULTANT, GERMANY

The Development and Operation of an Existing Totally Integrated System

DR. ROBERT ROSENKRANZ
President, Rosenkranz & Schneider, Muenchen, Germany. Professor, lecturer, consultant, and author. Editor of "das rationelle BUERO."

EDUCATION, U. S.

Engineering and Mathematics in Systems Work

PROFESSOR A. CHARNES
Professor of Applied Mathematics and Economics, The Technological Institute, Northwestern University, author, lecturer, teacher, and consultant.

BUSINESS, U. S.

Operating and Maintaining Business Systems

WARREN E. ALBERTS
Vice President, Industrial Engineering, United Air Lines. Lecturer, author, and consultant. Internationally active in commercial and military aircraft field.

BUSINESS, NEDERLANDS

The Challenge of Business Records

A. MEEUWIS
Manager, Organization, Administrative, Methods, Services Department. N. V. Philips Gloeilampenfabrieken, Eindhoven, Nederlands.

EDUCATION, U. S.

The Human Sciences In Systems

DR. ROBERT K. BURNS
Associate Dean of the School of Business. Executive Director of the Industrial Relations Center, The University of Chicago. Labor mediator, author in human sciences.

CONSULTANT, U. S.

Appraisal of Electronic Data Processing

JOHN DIEBOLD
President, John Diebold & Associates, New York, New York. World Specialist in Automation and ADP.

BUSINESS, ENGLAND

The Productive Office

NEIL POLLOCK
Manager of the Organization and Methods Department, Stewarts & Lloyds, Ltd., Birmingham, England. Author, lecturer, and Chairman of the National Organization and Methods Committee of the British OM Association.

EDUCATION, U. S.

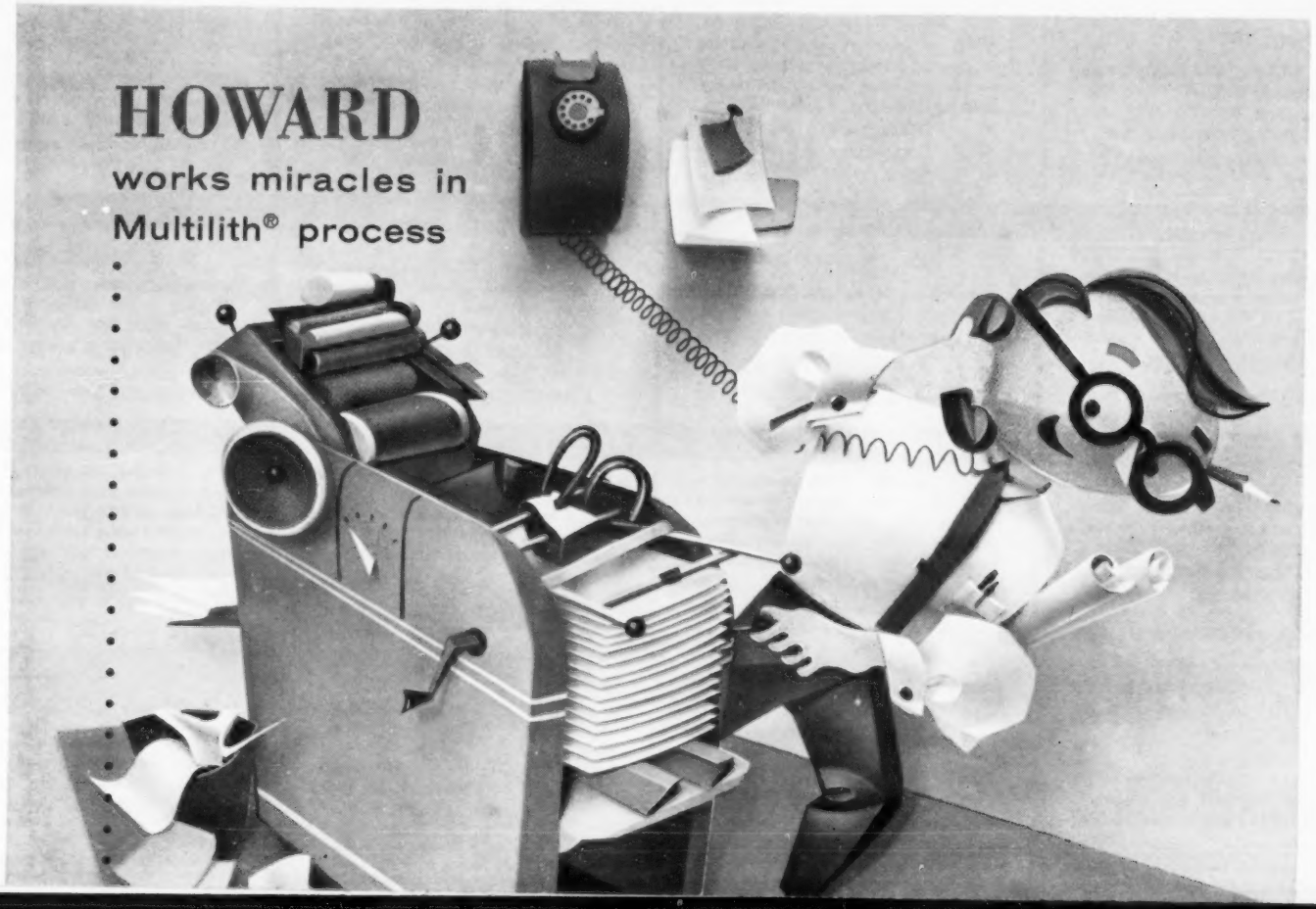
Computer Trends in Systems Work

DR. ALAN J. PERLES
Carnegie Institute of Technology, Pittsburgh, Pennsylvania. Pioneer in computer applications. Developed first internal translator system for IBM 650 and Datatron.

CONSULTANT, U. S.

Collaboration with Research Centers in Systems Studies

DR. J. DOUGLAS CARROLL, JR.
Study Director, Chicago Area Transportation Study. Director of mass transport studies in Detroit, Chicago, and Pittsburgh.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works miracles in
Multilith® process

. . . . . *Howard,* of course, turns to his namesake—the four divisions of HOWARD PAPER MILLS, INC.*—for perfect Multilith papers. He can select from sixteen different papers, and in so many different colors, weights and finishes that his selection is almost astronomical.

To make the best use of the many kinds of versatile, thrifty offset printing, have your printer or paper merchant show you samples of the many Howard-made papers or, taking our word for it, simply specify Howard and watch the work fly!

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For More Information Circle No. 362

"Perhaps the most important point in our installation is its minimum size and the minimum use it gets. Even with such little use, however, we find it a very valuable investment."

Paul J. Bringe
Sales Manager

MILWAUKEE DUSTLESS BRUSH CO.

This Punched Card System Costs Less Than a $60-a-Week Clerk

THE BENEFITS of punched card accounting equipment are not exclusively for large business organizations. Milwaukee Dustless Brush Co., with total personnel of only 50, has enjoyed the speed and versatility of tabulating machines for seven years, and has proved its small but complete installation to be practical.

Founded in 1899, this manufacturer of industrial floor brushes had 150 salesmen in all parts of the country at the beginning of World War II. The armed forces soon claimed most of these men, and war plants attracted the rest. Of necessity, the company turned to direct mail and trade magazine advertising.

The transition was far from painless.

W. R. ANDERSON, C.P.A.
Evanston, Ill.

At last! a typewriter carbon with built-in ENDURANCE INSURANCE

NU-KOTE—*first* plastic-base typewriter carbon ever—outlasts ordinary carbons 3 to 1! Cleanest copies ever. Yes, NU-KOTE copies *stay* clean, keep your hands clean. Comes in *one* weight and finish. Sharp, clear copies first to last. For *any* typewriter, for just about *any* copy job imaginable. Try it!

FREE SAMPLE!

For a free sample of NU-KOTE, just mail this coupon attached to your company letterhead.

Burroughs Corporation, Burroughs Division
Dealer Sales Dept., Detroit 32, Michigan

O-90

AUTHORIZED M&V CARBONS AND INKED RIBBONS DEALER

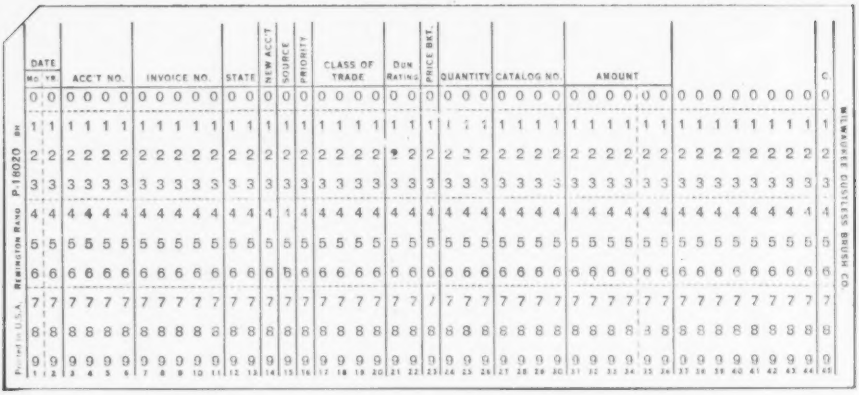
Name _____

Firm _____

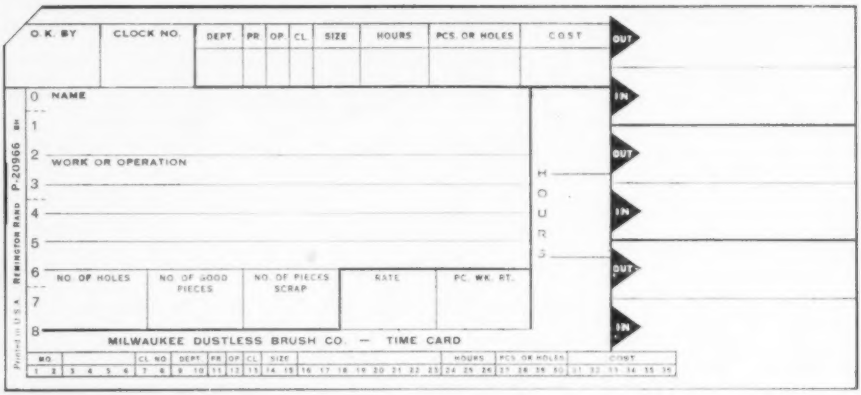
Address _____

City _____ Zone _____ State _____

For More Information Circle No. 277



Just two punched cards are used, one for sales analysis (above) and one for shop time-keeping. All necessary information is obtained from the cards without changing tabulator wiring.



Sales reports and correspondence from salesmen, which had been valuable in inventory control and production planning, were no longer available. Market analysis had been of concern only to the individual salesmen, who were interested in making as many productive sales calls as possible per day. Now it became vital to know the types of customers who were buying the various kinds of brushes, so that sales effort could be directed most effectively, at the lowest possible cost. Monthly reports prepared manually were costly, and took two weeks or more to prepare. To obtain the necessary data quickly enough to be of value, and reduce the cost of compilation, the company turned to punched cards. Now they get the summaries they need within hours rather than days, and the total cost is less than that of a single clerk.

The installation was unusual from the start. Paul Bringe, sales manager, called

Save steps, hours — ***and maybe your business****

EACH DRAWER A SAFE! *Fire-File, with corner cut away shows: Thick, steel-walled, steel-reinforced fire insulation on all six sides of each drawer. Vault-like interlocking drawer front.*

*Fire can't burn any of the records in this office

. . . ALL ARE PROTECTED BY UNDERWRITERS LABELS

You are looking here at no ordinary office scene. The difference is a new means of record keeping — fire protection for all records *right where they are used.*

This modern *"time-engineered"* equipment not only gives fire protection during working hours when most fires (55%) occur, it pays for itself by saving time and space.

Shaw-Walker makes 46 different types of this time-saving, fireproof equipment — in them your records will always be ready for instant use, even after a fire. You can't afford to gamble — 57% of the businesses who lose records in fires never fully recover.

1. Correspondence, Paid Invoices
2. Accounts Receivable
3. Inventory Control
4. Unshipped Orders, Bills of Lading
5. Checks, Cash, Collection Sheets
6. Customer Card List
7. Payroll Records
8. Paid Accounts, Voucher Checks
9. Accounts Payable
10. Current Work, Reports, Contracts

Free to office and purchasing executives: The Shaw-Walker Office Guide, containing 252 pages of modern office equipment and its efficient use. Write Shaw-Walker, Muskegon 6, Michigan, on business letterhead.

"Built Like a Skyscraper"

SHAW-WALKER

Executive Offices at Muskegon, Michigan
Branches, Dealers in All Principal Cities

. . . it's only logical . .

Here's another *Gestetner* development . . . a water-marked paper that will match or surpass the most expensive sheets in opacity, freedom from lint, offset, and the necessity of slip sheeting. This means that you can now have fine quality duplicating with real speed. Yet, *Gestetner* duplicating papers cost no more. Their surprisingly low cost means that you can afford the best . . . for *all* your duplicating needs.

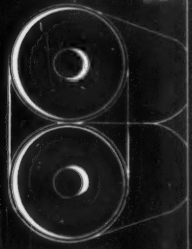
. . . . . that the inventors of the first stencil duplicator should develop the finest papers for it . . . !

Gestetner

. . . inventors of the stencil duplicating process . . . manufacturers of the first stencil duplicator . . . and, the largest manufacturer of duplicators in the world . . . since 1881.

STENCIL DUPLICATING WITH A PRINTED LOOK

The old fashioned 'mimeo' has gone through some amazing changes. *Gestetner* has built the principles of the modern printing press into the simplicity and economy of the stencil process . . . combining to give you quality duplicating with a printed look at old fashioned 'mimeo' costs. Your office girl will enjoy its spotlessly clean, automatic performance. A Gestetner costs no more.



Printer's style paste-ink is processed by dual cylinders through a silk screen.

The coupon will bring samples, specimens and literature.

GESTETNER DUPLICATING CORPORATION
Dept. 107, 216 Lake Avenue, Yonkers, N. Y.

Send complete details and specimens to:

NAME.....

COMPANY.....

ADDRESS.....

CITY.....ZONE.....STATE.....

For More Information Circle No. 361

the local Remington Rand office and said in effect that he had decided to order some tabulating equipment. Such an occurrence is rare—about as improbable as a man dropping into a life insurance agency and ordering a million-dollar policy, on his life. A short time later the equipment was delivered. As soon as he received notice of shipment from the factory, the equipment salesman called Mr. Bringe, offering to send a technician to train employees in the operation of the machines. Mr. Bringe replied, "Oh, the machines came in Friday and they work fine. We've been using them all weekend." By reading legends on control buttons, and using a large measure of ingenuity, Mr. Bringe had punched a number of cards, sorted them, and printed a report on the tabulator!

A card is punched for each line (product) on invoices to customers, and contains the following data about the shipment: date of shipment, customer code number, invoice number, state number, code for new customers, source of order, priority, class of trade, credit rating, price bracket of product sold, quantity shipped, catalog number, amount of sale. It is therefore possible to get many reports, such as: (1) sales by states, units and amount of money; (2) sales to new customers; (3) sales by source of order; (4) sales by classes of trade and types of brushes; (5) sales by credit ratings; (6) sales by price bracket; (7) sales by catalog number.

Perhaps the most valuable is the analysis of types of brushes sold to various classes of trade. As Mr. Bringe says, "It is important to know what types of industry are buying our brushes and in what quantity, so that we can adjust our mail efforts to fit. It is very important for us to know, for example, that the stone, clay and glass industries are buying a certain type of brush in much larger quantities than we would normally expect. When we see this, we can immediately increase our efforts in that direction with a consequent lowering of sales costs."

The equipment used by Milwaukee Dustless Brush Co. comprises a minimum installation: key punch, sorter, and numerical tabulator. Monthly rental of the machines is approximately $150. Card usage is 3-4000 per month, at a cost of less than $5. Key punching of cards takes about a half-hour daily, and accuracy of punching is sight-checked. (The card illustrated shows how readily this is done.) Monthly reports require three to four hours sorting and tabulating. Mr. Bringe says, "My estimate is that the entire installation and its operation does not cost us more than $250 a month. Thus, for an out-of-pocket expenditure of $3000 a year, I get complete information about our sales performance and I usually have it by the second or third of the month. The information is worth a good deal more to us than we are paying for it."

Up-to-the-minute information about sales is essential for control of production and selling activities in many kinds of industries. Milwaukee Dustless Brush Co. has proved that a small company can develop and utilize such data with its own equipment, at a cost which will satisfy the most critical auditors. Sales in the past 16 years have increased 400%.

FACIT. . . the calculator that speaks for itself

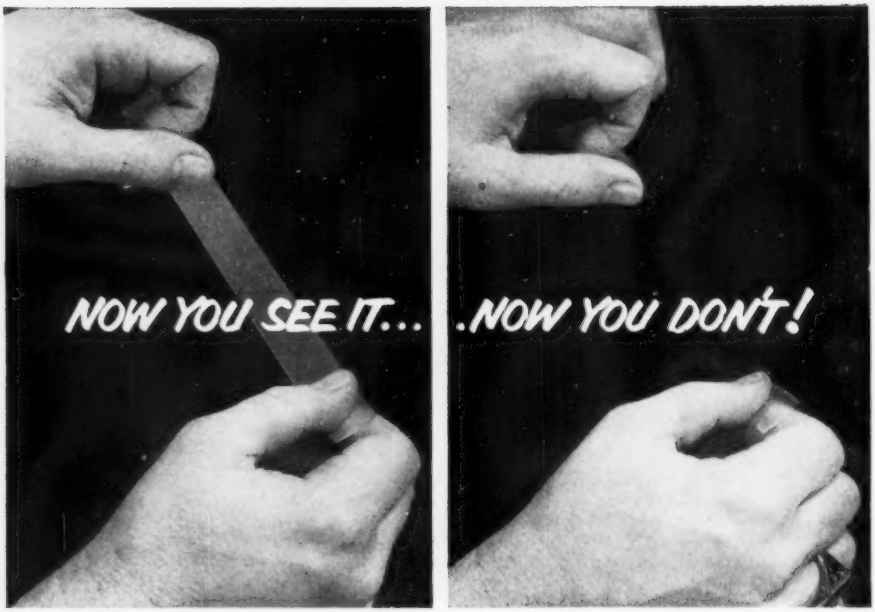
This is the 10 key FACIT ROTARY CALCULATOR. And its performance speaks for itself. FACIT figures faster than any printing calculator. It proves your figures by automatically listing the factors of each calculation on easy-to-read dials. No paper roll installations necessary. FACIT saves time—anyone can learn to operate it in just a few minutes. Cost less too! Let FACIT be your calculating spokesman. Multiply, divide, add, and subtract—with only ten keys and the five fingers on one hand.

404 Fourth Ave., New York 16, or
235 Montgomery St., San Francisco

FACIT INC.

FACIT CALCULATORS • FACIT TYPEWRITERS

For More Information Circle No. 315



REG. U.S. PAT. OFF.

SCOTCH BRAND 810 Magic Mending Tape

for permanent *paper mending*

holds and repairs invisibly!

MENDS LIKE MAGIC! That's new "SCOTCH" 810 Magic Mending Tape—actually disappears on contact with paper, does a *permanent* repair job, too. "SCOTCH" Brand never curls, discolors or bleeds adhesives ...stays crystal-clear and pliable indefinitely. And you can write on it with pen, pencil or typewriter! Try a few rolls soon.

"SCOTCH" IS A REGISTERED TRADEMARK FOR THE PRESSURE-SENSITIVE ADHESIVE TAPES OF 3M CO., ST. PAUL 6, MINN. EXPORT: 99 PARK AVE., NEW YORK 16. CANADA: LONDON, ONTARIO.

MINNESOTA MINING AND MANUFACTURING COMPANY

. . . WHERE RESEARCH IS THE KEY TO TOMORROW

3M COMPANY

For More Information Circle No. 222

Copying Machine Solves Order-Invoice Problem For Plant Nursery

T. D. BRANDES, Office Manager,
Monrovia Nursery Co., Azusa, Calif.

THE TYPING of salesmen's orders for duplication was bogging down our operation, particularly during our busy shipping season.

Eight road salesmen, who cover most of the 48 states during the year, mail or deliver their original sales orders to our office. In the past, all of the information was then typed on to a preprinted hectograph master and the required number of copies were run. The number of copies depended upon the stock ordered and the location of the customer, and varied from three to eight. These were duplicated on various colored preprinted forms, depending upon requirements.

We are a relatively small office both in number of personnel (12) and in physical size. This meant using invoicing clerks, the payroll clerk and others to assist the two typists when orders piled up during our busiest seasons. The result was that other work was left undone and filing became a bigger problem than usual. Something had to be done! Business was increasing, but we couldn't hire additional personnel to absorb the additional work because of a space problem. The answer had to be the elimination of some or all of the typing.

We tried several duplicating processes and diazo seemed best for our use because the cost of the paper was from 9/10c to approximately 1½c per sheet of 8½" x 11" card stock. The cost of the equipment with an initial supply was somewhat less than $1500 and delivery of supplies came overnight from the local office. Our orders could be run through the machine within a few seconds *if* they were written on a translucent sheet. Initially this was solved by having the order form preprinted without an invoice number and having the salesman substitute this sheet for the original in his order book, writing the invoice number in the space provided. This was only a temporary measure until new order books were printed with translucent paper for the original sales order.

The results were gratifying. Almost immediately our backlog began to shrink. Of course, we had some orders

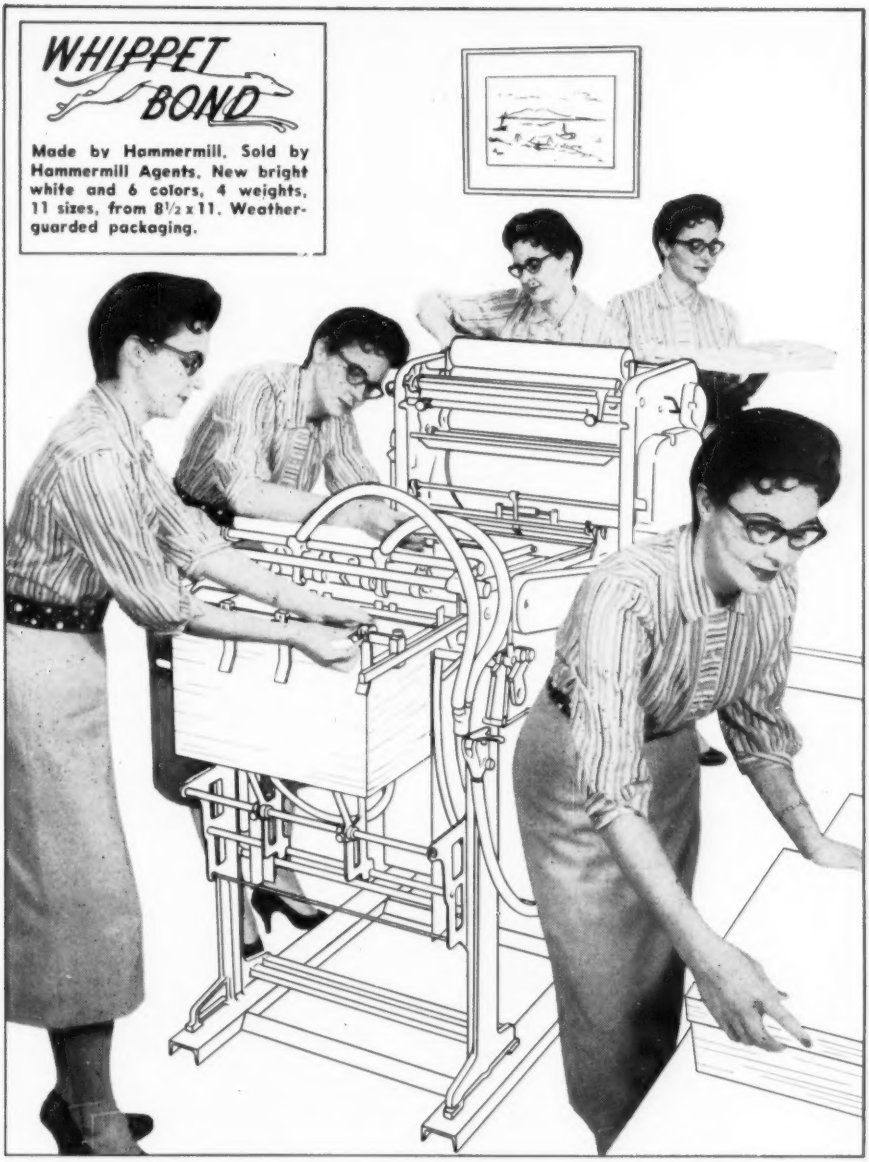
written on the old forms that still had to be typed, but the new orders for immediate delivery were processed in a matter of seconds. Most of the time, the two typists were able to handle the workload in their section by themselves with only an occasional assist. We even had some illness among the employees and still kept our heads above water. And typing errors were eliminated.

We estimated that our Ozalid machine paid for itself in the first three or four months of operation through the savings of time, reduction of backlog, ability to continue other phases of the work, and certainly the reduction in the number of aspirin consumed.

Now, after we make shipment, the shipping copy is returned to the office reflecting any changes in amounts shipped. The information is transferred to the original, the amounts extended and a copy run for mailing to the customer as an invoice. The transferred information and the extensions are put on the translucent master with an ordinary pencil. Compare this with the old method of first extending on the shipping copy, inserting both the master and carbon, correcting the master of the order for any changes in quantities shipped, and then typing the extensions.

There is a moral to this story, too, especially to managers of small offices. Don't pass up less inexpensive equipment just because you can't afford electronic data processing and other types of glamorous equipment. Look around, ask questions and talk to representatives of the smaller, less expensive pieces of equipment, who will be glad to help you revise your systems where needed—at a small fraction of the cost of a "mechanical genius."

The author with Joan Hoar and Ola Chambers in the office of Monrovia Nursery Co. The Ozalid copying machine is at left.



You don't have to be five places at once when you run Whippet Bond on your office duplicating equipment

For More Information Circle No. 326

Travel Agency For Business Executives

Milford Boersma, owner of Executive Travel, Allen Park, Mich.

MORE BUSINESSMEN are traveling more miles than any time in the history of U. S. industry. Modern accounting methods and techniques are required by the travel agent who furnishes the businessman with the ticket.

To remain in business, the agent must operate at a profit and serve his clients well. He must have an accounts receivable system, he must pay his employees and his taxes. Twice a month he must submit a sales report to each airline that he represents. The report is a detailed listing of every ticket and totals of all tickets which the agent has issued for the respective airline.

One of the most efficient travel agencies with a correspondingly smooth accounting system is Executive Travel of Allen Park and Ann Arbor, Mich.

Executive Travel's members use unlisted telephone numbers to contact the travel office.

the image problem

Process a Harris Alum-O-Lith Positive Plate and you'll see a sharp, clear image at once. No waiting, no wondering, no eye-strain.

the surface problem

ONLY Harris Positive Plates are MICRO-SURFACED (not smooth, not grained, but lightly etched to combine advantages of both surfaces.) Result: Harris Plates hold perfect ink-water balance, reproduce beautifully.

SOLVED:

the match-up problem

You can proof deep etch color jobs on Harris Positive Offset Plates and achieve perfect color match on every job. Harris thereby saves you money, insures customer satisfaction.

by new Harris Alum-O-Lith POSITIVE working offset plates

For More Information Circle No. 319

There's much more to tell, but nothing equals a demonstration. *Call your dealer.*

HARRIS INTERTYPE CORPORATION

LITHOPLATE, INC.

A Subsidiary of Harris Intertype Corporation

278 N. Arden Drive, El Monte, California

5308 Blanche Avenue, Cleveland 27, Ohio

It's New! It's Here! **The All-Automatic✓ PLUS DIEHL Duplex Rotary Calculator**

Featuring (Model DSR—Electric)

Full Keyboard With Setting Register Storage Register
Direct Addition & Subtraction With or Without Automatic✓ Keyboard Clearance
Automatic✓ Short-Cut Multiplication Through Live Multiplier Keys
Automatic✓ Transfer From Product Register to Keyboard
Transfer From Storage Register to Product Register
Electric Carriage Shift to Right or Left Automatic✓ Carriage Return
Electric Dials Clearance Individual Setting Knobs
Automatic✓ **Positive** or **Negative** Division with Automatic✓ Lineup of Dividend and Divisor

PLAN NOW for a demonstration of **The Newest Advance in Rotary-Type Desk Calculators** before replacing your present equipment!

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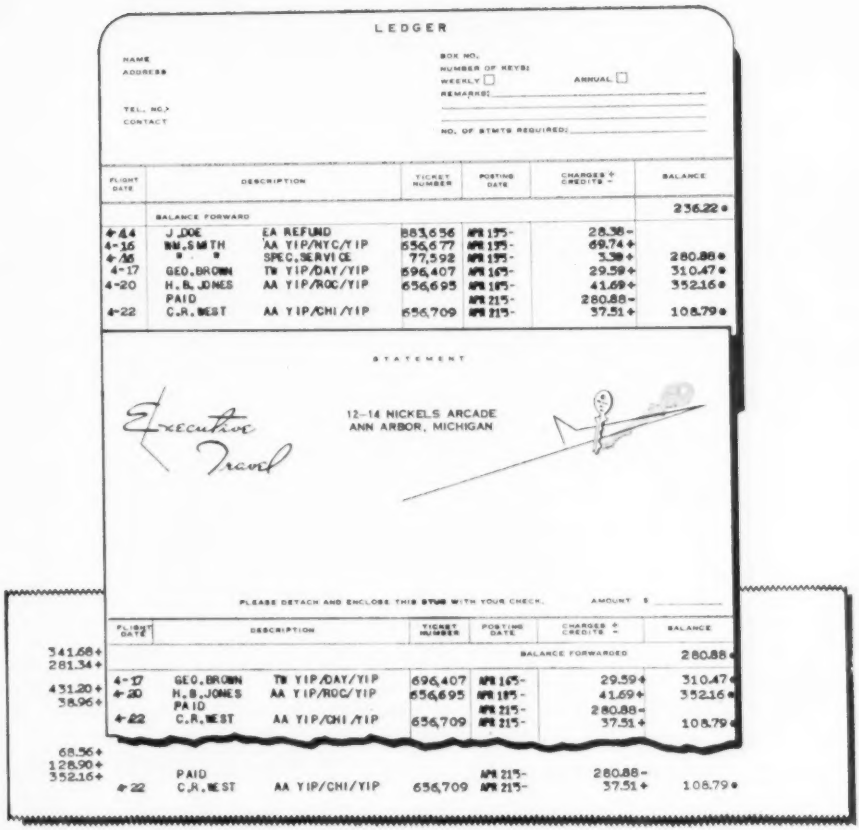
EXCLUSIVE DEALERSHIPS AVAILABLE! **Write today** for full details of the PLUS DIEHL dealership plan, offering a complete **new** field for profitable sales.

For More Information Circle No. 268



LEDGER

NAME
ADDRESS
TEL. NO.
CONTACT

BOX NO.
NUMBER OF KEYS:
WEEKLY ☐ ANNUAL ☐
REMARKS:
NO. OF STMTS REQUIRED:

FLIGHT DATE	DESCRIPTION		TICKET NUMBER	POSTING DATE	CHARGES + CREDITS -	BALANCE
	BALANCE FORWARD					236.22 •
4-14	J.DOE	EA REFUND	883,656	APR 13-	28.38-	
4-16	MM.SMITH	AA YIP/NYC/YIP	656,677	APR 13-	69.74+	
4-16	" "	SPEC.SERVICE	77,592	APR 13-	3.30+	280.88 •
4-17	GEO.BROWN	TW YIP/DAY/YIP	696,407	APR 16-	29.59+	310.47 •
4-20	H.B.JONES	AA YIP/ROC/YIP	656,695	APR 18-	41.69+	352.16 •
	PAID			APR 21-	280.88-	
4-22	C.R.WEST	AA YIP/CHI/YIP	656,709	APR 21-	37.51+	108.79 •

STATEMENT

Executive Travel

12-14 NICKELS ARCADE
ANN ARBOR, MICHIGAN

PLEASE DETACH AND ENCLOSE THIS STUB WITH YOUR CHECK. AMOUNT $

	FLIGHT DATE	DESCRIPTION		TICKET NUMBER	POSTING DATE	CHARGES + CREDITS -	BALANCE
						BALANCE FORWARDED	280.88 •
341.68+							
281.34+							
	4-17	GEO.BROWN	TW YIP/DAY/YIP	696,407	APR 16-	29.59+	310.47 •
431.20+	4-20	H.B.JONES	AA YIP/ROC/YIP	656,695	APR 18-	41.69+	352.16 •
38.96+		PAID			APR 21-	280.88-	
	4-22	C.R.WEST	AA YIP/CHI/YIP	656,709	APR 21-	37.51+	108.79 •
68.56+							
128.90+		PAID			APR 21-	280.88-	
352.16+	4-22	C.R.WEST	AA YIP/CHI/YIP	656,709	APR 21-	37.51+	108.79 •

Statement, ledger and journal are prepared in one operation.

Milford Boersma, owner of Executive Travel, declares that without his modern accounting system and equipment, he could not remain in business.

This organization of travel experts is designed to serve the travel needs of business, industry and the professions. Its clients range from a two-man designing firm to some of the largest plants in southeastern Michigan. It offers members a charge account system for travel, with members needing only a telephone and a key to participate.

When making a reservation, a member phones one of several unlisted phone numbers and states his needs to a reservation specialist. He then picks up his tickets and confirmations from a private safety deposit box at the Willow Run Terminal as he prepares to board his plane. At the end of the month, the member or his firm, is sent an itemized travel bill prepared in any breakdown desired.

To handle the accounts receivable work, sales reports to airlines and other

Sales reports to airlines are now completed ten times faster.

accounting jobs, Mr. Boersma has developed a system that centers on the operations of a Burroughs F 1303 typewriter accounting machine. A member's statement, ledger and a journal are prepared in one operation. For most statements, the machine operator merely types the flight date, route, and the name of the passenger. She then indexes the ticket number and the amount of the charge, or credit if it is a payment. The posting date and account balance are printed automatically.

Totals of charges and credits are stored in the machine and print on the journal at the end of the run. To assure overall balancing and the posting of every ticket, an adding machine tape is taken of all credit and ticket amounts and must balance with the journal totals.

The tickets are then sorted according to airline and are filed numerically for making sales reports. Work involved is

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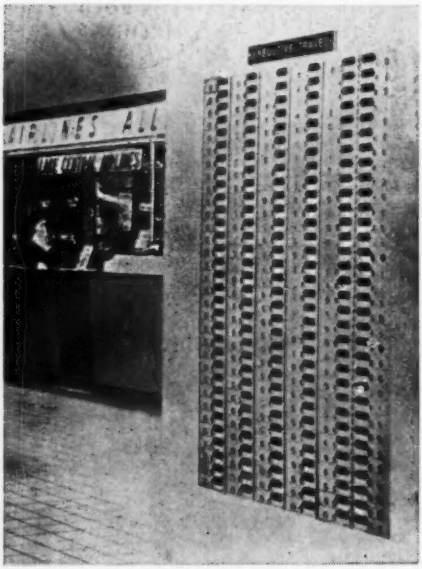
now merely a matter of copying the following information from each ticket and having it print on the machine journal: flight number, ticket number, origin, destination, fare amount subject to proper commission in separate columns, tax.

The total fare is printed on a separate tape at the side of the journal. If it balances with the journal figures, "00" prints on this tape. If an error should be made, the error prints.

After listing all tickets for an airline, the following totals print automatically on the journal: sales, commission sales by percentages, non-commission sales, other commission sales, proof, taxes. The totals are then transferred to the appropriate columns of the report itself, the detailed journal is attached, and the report mailed to the airline. All airlines have approved this method of reporting. A copy of the report remains in the agency.

The Burroughs typewriter accounting machine which serves as nucleus for Executive Travel's system.



Before checking in with airline, members pick up reservations and confirmations from private safety deposit boxes at Willow Run Terminal.

"Sales report writing used to be an enormous job for the office staff," Mr. Boersma said. "Now it has been streamlined into a smooth-flowing, accurate system. The report writer handles each ticket only once. The machine does all of the computing and storing of totals that we and the airlines need." Compared to the former manual system, the machine method is at least ten times faster.

Shortly after the machine was in use, payroll work also was placed on it. The paycheck, employee's statement, earnings record and payroll journal are prepared simultaneously. To-date totals of earnings, withholding taxes and social security payments print on the record and journal. This makes the preparation of 941a's and W-2's a simple job of copying the to-date figures. Mr. Boersma employs about 30 people in both offices. Payroll work, which used to take around four hours, now is completed in about one hour.

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To help you create pleasant, efficient surroundings throughout your entire office, GF offers—in one comprehensive package—*complete* space and work-flow planning . . . a *complete* line of business furniture . . . *complete* design and decorator services.

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IF YOU'RE TIRED OF "POUNDING OUT" STENCILS...

GIVE Sure-Rite FILM STENCILS A TRY!

Sure-Rite Film Stencils take the "pound" out of stencil cutting! This is because of the special and exclusive emulsion used to coat the Sure-Rite Stencil. With ordinary stencils, a light touch means a letter that will barely reproduce. A heavy stroke means a letter that is blotchy or blurred, or even a chop out. With Sure-Rite Stencils you notice very little difference in the reproduction of light or heavy strokes—both reproduce clear and sharp, no chop outs. Sure-Rite Stencils take the "pound" out of stencil cutting by permitting you to use your regular touch—light, medium or heavy. If your customers want clean, sharp stencil reproduction, without pounding, have them try a Sure-Rite Film Stencil the next time they're cutting stencils.

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IN THE MIDWEST CALL YOUR PANAMA BEAVER MAN—ALWAYS A LIVE WIRE.
IN THE EAST CALL TRUE-RITE, INC., 110 LAFAYETTE ST., NEW YORK, N. Y.

For More Information Circle No. 286

Stocks can be replenished, buildings rebuilt, damaged equipment restored, but the loss of records can mean the loss of the business itself.

You Can't Do Business With Burnt Papers

THE MORNING of January 21 this year dawned just like any other in the town of Hopkinsville, Ky., and at 9 a.m. work began as usual at the Cayce Mill Supply Co. Then at 10:30 a.m. a fire suddenly broke out in the company's small print shop. In the words of Mr. Cayce, president, "It just seemed to race through the building." By 11:25 a.m., the huge wholesale firm had been entirely razed. Material damage exceeded $250,000. More important, all accounts receivable records were destroyed.

The company had to rely on the honesty of its customers to get information on the amount of money owed them. It wrote letters to all customers

and suppliers in an effort to obtain accounting information.

In one respect the Cayce company was lucky—it did not go out of business. Of all companies whose records are destroyed by fire, 43% never open their doors again. In addition, 14% suffer a reduction of ⅓ to ⅔ in their credit ratings; 17% are no longer able to furnish financial statements; 26% are hurt in other ways.

According to figures just released by the National Board of Fire Underwriters, property loss due to fire in 1957 for the first time in history exceeded one *billion* dollars. And . . . records loss is equal to three times property loss, or *three billion dollars!*

The flames of destruction are getting hotter than ever — especially for the company which is unprepared and lacks insulated record-keeping equipment. This year, October 5-11 has been set aside as National Fire Prevention Week — to reduce human carelessness, the principal cause of fire. This is a good opportunity for all management to reflect on the words of C. V. R. Craig, manager of insulated products, Remington Rand Division of Sperry Rand Corp., "Stocks can be replenished, buildings rebuilt, damaged equipment restored, but the loss of records can mean the loss of the business itself."

There are many examples of stricken firms that took the

CHANGE NUMBERS QUICK AS A WINK!

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Force Quick-Change Numbering Machines permit instant changes of numbers *regardless of sequence*. They are ideal for numbering bank books, work cards, yardage tickets, drug and chemical labels, file folders, jackets, coded job tickets. Indicator figures alternately colored for easy reference. Heavy-duty model has ⅜" figures, available with up to 16 wheels. *Write for catalog.*

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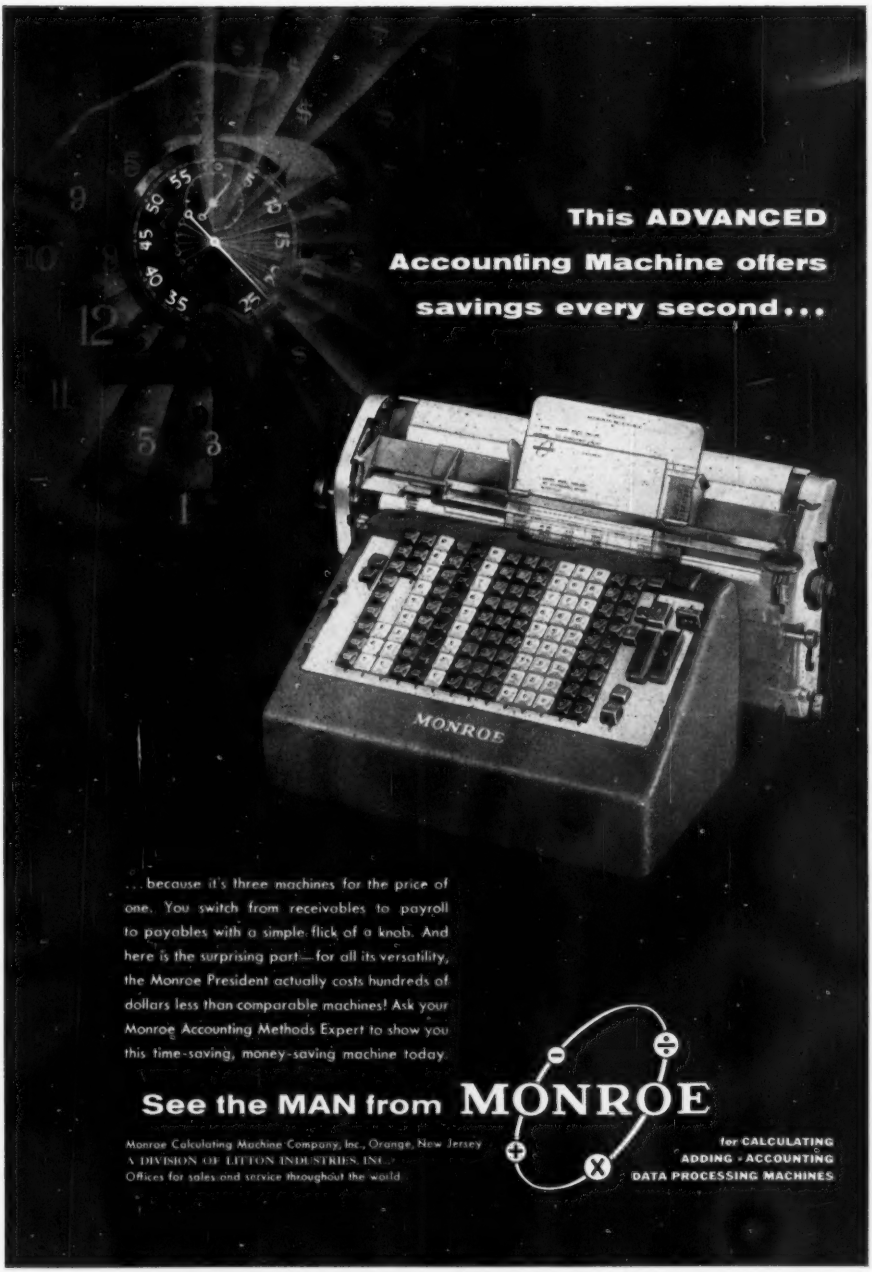
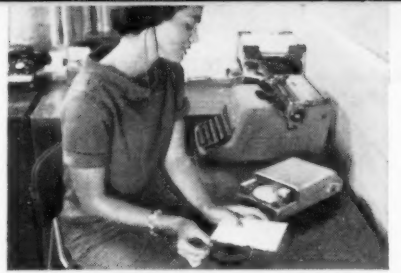


For More Information Circle No. 258

HERE'S TODAY'S BEST VALUE IN A COMPLETE DICTATING SYSTEM

IT'S A PORTABLE. Weighs only 6 pounds, is flashlight battery operated, needs no carrying case. Ready to go to work at the flick of its switch . . . anywhere.



IT'S A TRANSCRIBER. Transcription is easy, playback clear and true, with exclusive secretarial system. Recording discs mail in standard envelopes for only a 4¢ stamp.

Now, SoundScriber electronic pioneering brings you the ultimate in modern dictating systems—the all-purpose, transistorized battery portable. Here, in shaving-kit size, is the versatility of four machines in one (portable, office machine, transcriber, interview recorder). You also get performance surpassing that of machines twice its size, plus the economy of flashlight battery operation. And it's extra-rugged—built to travel. See how the new SoundScriber can help you get more done, with less stress, at lower cost. Ask for a demonstration of its versatility in your own office.

IT'S AN OFFICE MACHINE. With big machine performance. Ideal for desk drawer dictation . . . gives you more usable desk top space.

IT'S A CONFERENCE RECORDER. Special transistor microphone faithfully picks up important interviews, conferences. Plastic discs are easily filed as permanent records.

Send coupon today for full details.

Fill in, attach to your letterhead and mail to:
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Box 1941, New Haven, Conn.

Please send information on the new, battery-powered, all-purpose portable.

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SOUNDSCRIBER

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For More Information Circle No. 358

Don't do it the hard way - do it the PRONTO way!

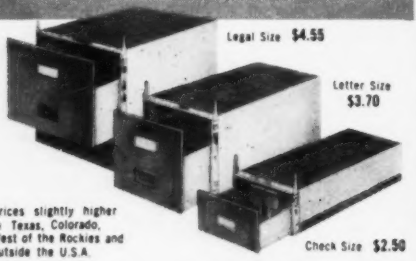
LOCATE YOUR RECORDS EASILY—No more fussing and fuming. With Pronto files your records are as active as your regular files.

BEAUTIFUL APPEARANCE—Finish in attractive olive green to match your regular office files.

STURDY CONSTRUCTION—Built of 275 lb. tested corrugated fibre board . . . reinforced with steel on the shell and the four corners of the drawers as well.

SAVE FLOOR SPACE—Prontos are constructed to interlock into solid units and stack as high as the ceiling.

PRONTO
STORAGE FILES



Prices slightly higher in Texas, Colorado, West of the Rockies and outside the U.S.A.

PRONTO FILE CORPORATION
415 MADISON AVENUE, NEW YORK 17, N.Y.

For More Information Circle No. 284

Accounts receivable records of McKenna Radio & Television, Lynchburg, Va., were unharmed by a $2 million fire, thanks to the Remington Rand Safe-File, at left.

precaution of using insulated record-keeping equipment and therefore suffered no loss of records. Fall Products, Inc., Genoa, Ill., was badly damaged by an early morning fire last March 15. The company treasurer said it might

This Remington Rand Safe-File desk saved a retail store's records in a fire at Woonsocket, R. I.

For More Information Circle No. 408

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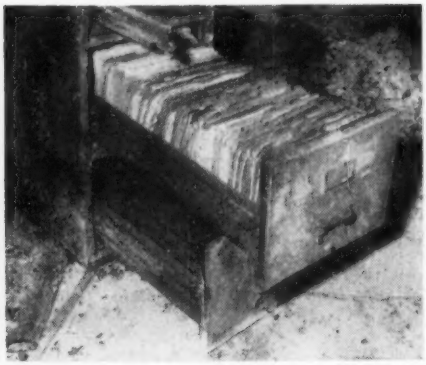
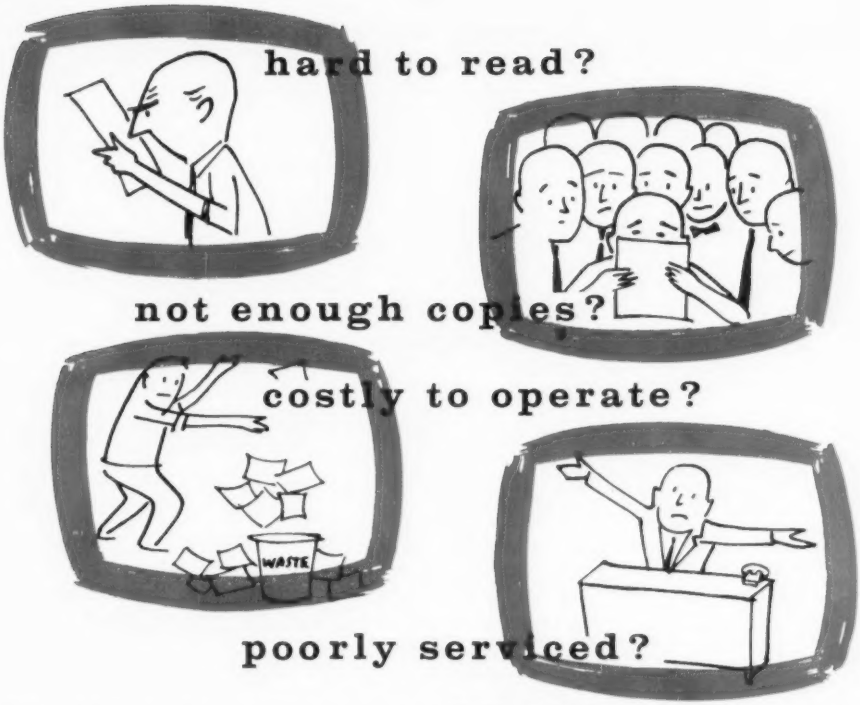
For More Information Circle No. 345

never have reopened except that its simplified unit invoice accounting system was stored in a certified, insulated Remington Rand Safe-File Desk.

Several months earlier, on December 12, 1957, in Marshall, Mo., a fire of undetermined origin caused heavy damage to three buildings at an estimated combined loss of about $300,000. Among the hardest hit was the firm of Doyle Stationery, Inc. Dean Doyle, president, credited a Safe-File Unit with saving vital, irreplaceable records. The cabinet provided 100% protection in a temperature far in excess of its labeled

Some records of Moody Mfg. Co., Taylorville, Ill., were lost in regular files (above) but those in Shaw-Walker Fire-Files (below) came through the four-hour fire intact.





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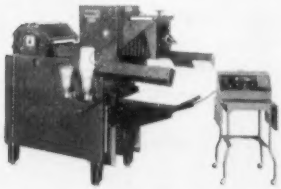
Worth looking into? Well, just call your nearest Sales-Service office and find out more, or write direct for the address of the one nearest you.



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COPY METHODS FOR TODAY'S BUSINESS

For More Information Circle No. 245

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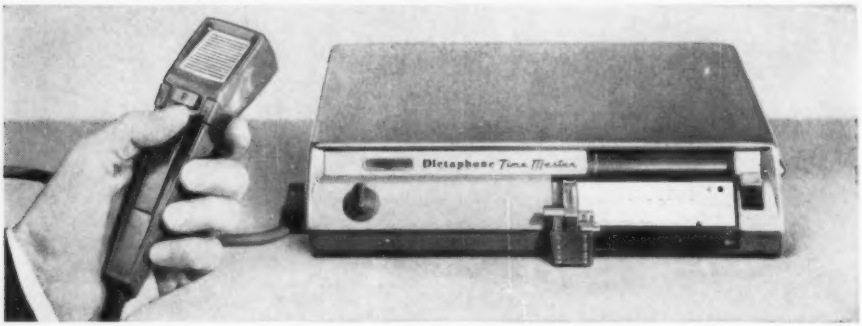
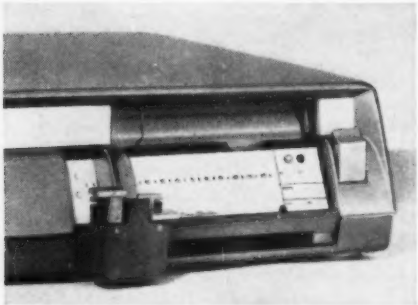
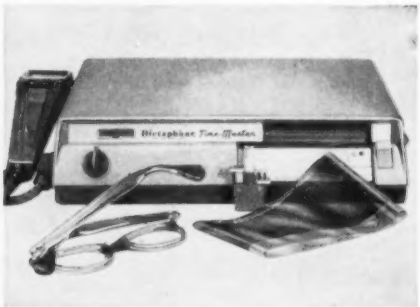
is what you get with the automatic dictating machine



To operate the *new* Dictaphone TIME-MASTER, just pick up the mike —that turns it on—and talk. No wait for warm-up, thanks to transistors.

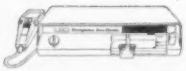
Your essential controls are right on the microphone. And they're all *touchbutton* controls. You hardly ever have to touch the machine.





You can find your place at a glance because the Dictabelt record is always visible. What's more, Dictabelts can not be erased by accident.

But you really have to see and try this wonderfully obliging machine to believe it. Call your local Dictaphone office for a free demonstration.

NEW **DICTAPHONE**  **TIME-MASTER**

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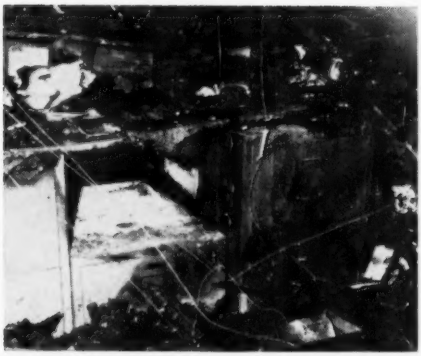
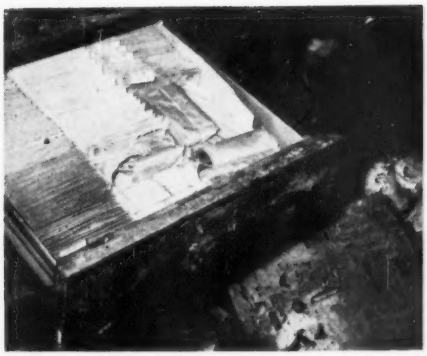
For More Information Circle No. 301



The Shaw-Walker Fire-Files of Reliable Finance Co. before being removed from the burned-out offices (see page 127).



Despite six-hours of withering heat, this Shaw-Walker Fire-File saved master color panels of the Glidden Co., Cleveland.

protective rating.

A spectacular fire wrecked the offices of Reliable Finance Co., Huntington, W. Va., and destroyed everything except records that the firm had entrusted to Shaw-Walker Fire-Files. Firemen battled the flames for three hours before bringing them under control. Midway

MILLER-TROJAN photo equipment
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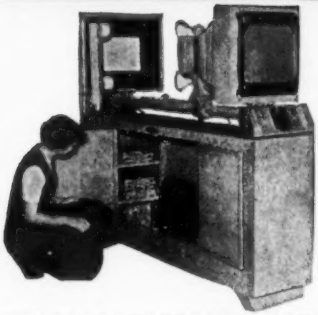

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Top reproductive quality, heavy steel and aluminum construction and features usually found only on expensive cameras make the Sharpshooter your best office camera buy. Features include 18 x 22½ copy board that tilts to horizontal position for easy loading—four 300 watt reflector flood lamps on pivotal arms—a reset timer that automatically controls shutter and lights—a Wollensak lens with focusing scale—and a cut film holder with focusing back that permits use of all film sizes up to 11 x 14. Camera measures 42 x 72—enlarges twice and reduces three times—requires only semi-skilled labor. Xerography back available. **Camera ONLY $795.00. Base ONLY $112.75.**

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Makes perfect line, halftone plates in 2¼ min. Arc lamp furnishes intense single source light. Vacuum frame assures perfect overall contact—has ¼ h.p. motor, vacuum pump and hose. Sizes: 12x17, 16x21, 22x25 and larger. **12x17 frame-lamp combination ONLY $195.55.**

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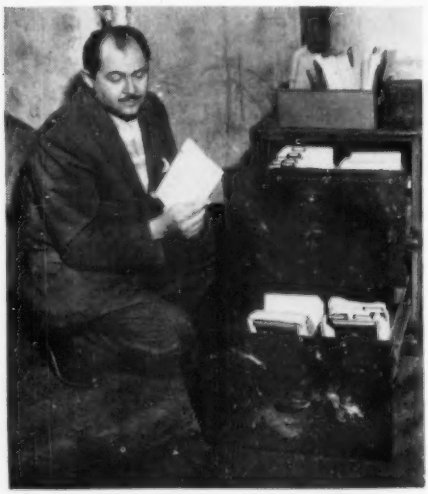
For More Information Circle No. 347

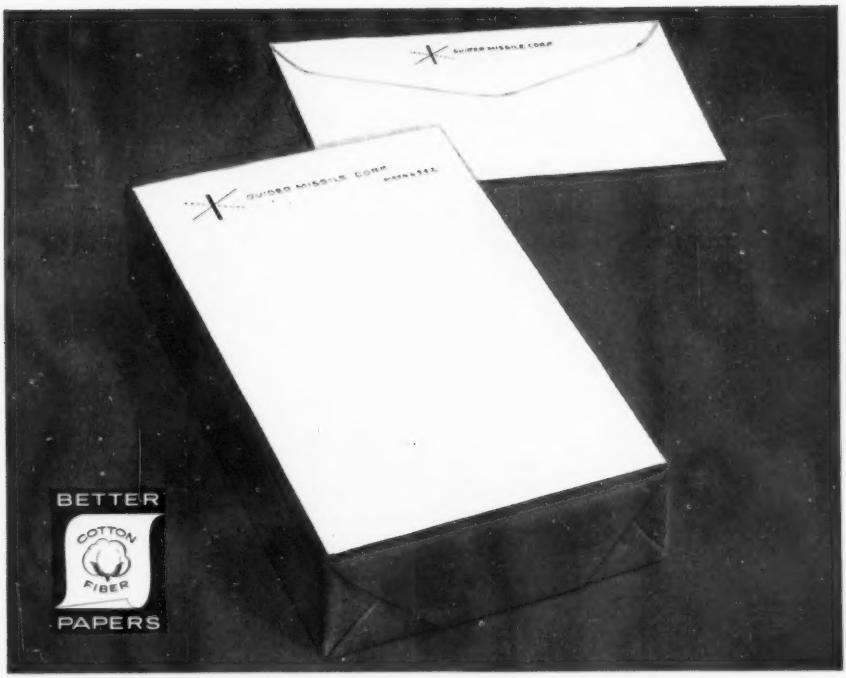
in the fire, the second floor came crashing down on the Fire-Files. Next day, the fireproof cabinets were winched from the ruins. The six Fire-Files had fully preserved their contents. Accounts receivables valued at an estimated $250,000, insurance papers and other irreplaceable records were as good as new and ready for use.

Fire roared through the Moody Mfg. Co., Taylorville, Ill., completely destroying everything except records and currency stored in a Shaw-Walker Fire-File. Fire fighters from three communities battled the blaze for four hours before bringing it under control. In the same office with the Fire-File, steel files yielded their contents to the heat in five minutes without exposure to flames.

In Columbus, Ohio, recently a fire gutted a block-long business building, causing a property loss of $585,000. The stubborn blaze took more than five



Sol Tobin, manager of the Outdoor Military Apparel Store in Columbus, Ohio, found his records intact in a Meilink insulated safe after fire shown on page 109.



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WESTON BOND, made better with cotton fiber, imparts an air of obvious importance to your letters. It lends conspicuous quality to your letterhead—character that commands attention.

In the office, you'll like the way it takes typing, writing and (when necessary) erasing. It serves admirably, too, for office forms and other applications that call for a clean, strong serviceable bond paper. And the cost? . . . hardly more, if any, than you are now paying.

Your printer has WESTON BOND in white, colors, white opaque, litho finish and envelopes to match. Ask him to use it for your next lot of letterheads or write for a sample book and make your own comparison. Address Dept. OF

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DALTON, MASSACHUSETTS

Makers of Papers for Business Records Since 1863

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Cotton Fiber Quality Letterhead Paper

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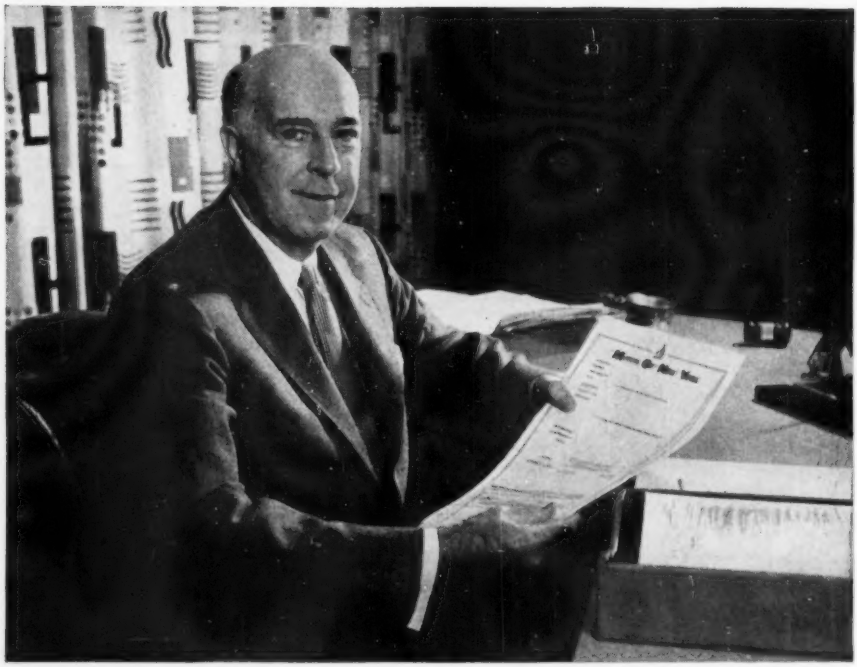

LOUIS W. DAWSON, President, Mutual Of New York, explains why:

"These papers must last 100 years"

"Passed from generation to generation, our life insurance policies may have to last 100 years or more. That's why, in these policies, we use cotton fiber papers exclusively."

For every important use . . . letterheads as well as lasting records . . . successful businessmen choose cotton fiber papers.

Flexible fibers of purest cotton, crafted with care and precision equipment, create papers of exceptional beauty, strength and endurance. Papers that *perform* as handsomely as they look and feel . . . in business and social stationery, onion skin, index, ledger, drawing, tracing and blue print papers.

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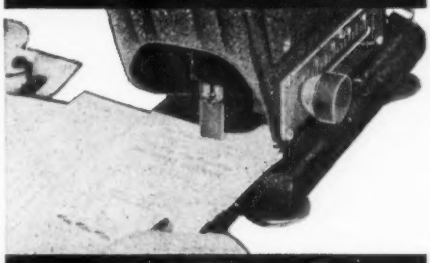
For More Information Circle No. 244

hours to extinguish and almost completely destroyed the property of seven business firms. One of these, the Outdoor Military Apparel Store, a few weeks earlier had purchased a Meilink fire-resistant file for its records. When the file was removed from the burned out store and opened, every record was found intact. The firm was able to recover promptly from a disaster that might easily have put it out of business for good.

Insulated equipment protected irreplaceable documents from destruction in a $500,000 explosion and fire which ripped five buildings apart in the heart of Madison, Wis., last January. The fire was battled by 200 firemen for more than 14 hours. The largest building destroyed was a brick structure occupied by Hyland, Hall & Co. George Hall, president, of the firm, estimated the loss

A John D. Brush & Co. safe which protected the records of Mount Morris Cemetery in a Mount Morris, N. Y., fire.

FOR REALLY AUTOMATIC STAPLING



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★ Where else can you get such immediate, continuous return for so small an investment? Here's a thoroughly proven electric stapler that quickly pays for itself in time and money because it is completely automatic . . . then Staplex goes right on putting savings in your pocket!

★ In over 10 years proven performance in the field Staplex has broken records for every commercial and industrial application including fastening material, bags, paper, records and others. It's the perfect companion piece for use with collators, photo-copiers, duplicators and other office time-savers.

★ Staples instantaneously upon insertion of work . . . perfect split-second stapling every time. No tiresome hand or foot controls . . . both hands free to work with. Portable . . . plugs in anywhere. Reloads in two seconds . . . nothing to lift, turn or pull out. Simple, quick set accurate adjustment up to 4¼" in depth.

IN COLOR! Staplex is now available in Suntan, Mist Green, Dust Blue, Marine Grey, Coraltone (Pink) and Black.

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For More Information Circle No. 350

of the building and contents at $200,000.

"We were lucky," Mr. Hall said. "Even though insurance covered the building and its contents, we would have been in very bad shape if our financial, accounting, administrative and job records had not been protected in a Mosler safe. The protection given our vital records was extremely satisfactory and has enabled us to start up in a new location with a minimum of inconvenience."

A roaring blaze, battled for 16 hours by firemen, destroyed the rock wool insulation plant of the Perfect Seal Mfg. Co., Walworth, Wis. The most important records were stored in a Mosler safe. All came through with little or no damage, even though the smoldering ruins were doused with water for 24 hours after firemen had subdued the blaze.

When Sacone's Restaurant in Geneva, N. Y., burned down after a gas explosion, a Brush Sentry safe fell into the basement which burned for some time. However, the safe's contents were recovered in perfect condition.

William Hutton, executive vice president of Coon-DeVisser Co., Detroit, warns businessmen against the unexpected daytime fire. The interior of his

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For More Information Circle No. 332

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R. A. JONES, Controller of Hobart Bros.

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NATIONAL simplifies Hobart Bros. Accounting Operation.

"Our *National* System saves us $16,200 a year... returns 85% annually on our investment."

—**Hobart Brothers,** *Troy, Ohio*

"We installed a National System to increase the efficiency of our accounting department," writes R. A. Jones, Controller of Hobart Brothers. "We're certainly pleased with the results. Our Nationals have made important time- and money-savings for us.

"All phases of our accounting work have been simplified by our Nationals. The flexibility and efficiency of our National System are underscored by the ease with which our clerks may switch from one job to another. Payroll, labor distribution, accounts payable and government reports are a few of the jobs which a single operator can handle on one machine.

"Through increased record-keeping efficiency, our National System saves us more than $16,200 a year, returns 85% annually on our investment."

Controller of Hobart Brothers

Your business, too, can benefit from the increased operating economy made possible by a National System. Nationals pay for themselves quickly through savings, then continue to return a regular yearly profit. For complete information, call your nearby National representative today. He's listed in the yellow pages of your phone book.

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National

ACCOUNTING MACHINES

ADDING MACHINES • CASH REGISTERS

NCR PAPER (NO CARBON REQUIRED)

THE NATIONAL CASH REGISTER COMPANY, Dayton 9, Ohio

1039 OFFICES IN 121 COUNTRIES • HELPING BUSINESS SAVE MONEY

For More Information Circle No. 264

thanks to XEROGRAPHY...

E. W. Seefeld, left, manager of the catalog invoice department at Murray-Brooks Inc., points out to W. P. Phelps, secretary-treasurer, the high quality of catalog-page reproduction the firm gets from offset paper masters prepared by xerography.

"We saved 60% on the production of our catalog alone!"

"Since we installed XeroX® copying equipment and offset duplicating," says E. W. Seefeld, Murray-Brooks Inc. executive, "the results have been tremendous. We are saving 60% in the cost of catalog reproduction, and the increase in requests from our customers for a Murray-Brooks catalog has been most gratifying."

Murray-Brooks Inc., Lake Charles, La., is a supplier of oil field and industrial supplies equipment. For their customers Murray-Brooks Inc. sought an illustrated catalog containing up-to-the-minute prices that would be of immediate help to purchasing agents and buyers.

A bound catalog would be obsolete before it was published because of the fast changing prices of thousands of items the firm handles.

The solution was xerography—the clean, fast, dry, electrostatic copying process—to prepare offset paper masters for duplicating.

"We have been able," Mr. Seefeld reports, "to issue a loose-leaf price catalog, fully illustrated, at a savings of at least 60% over the bound-catalog method. And our catalog is kept up-to-date with weekly price changes, something impossible with a printed catalog.

This is just one example of how Murray-Brooks Inc. is saving time and money through xerography. Let us show you how xerography can help you, too. Write today.

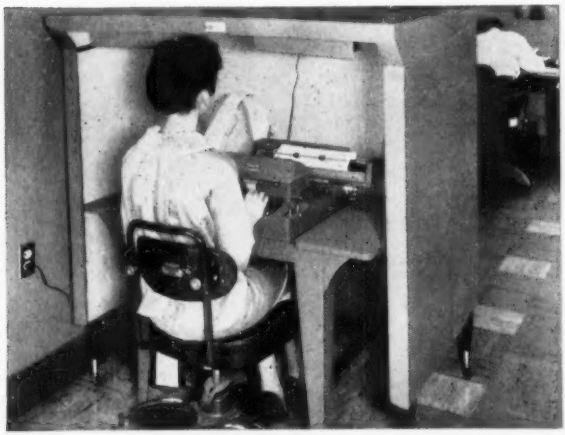
HALOID XEROX INC.
58-266X Haloid St., Rochester 3, N. Y.
Branch offices in principal U.S. and Canadian cities

HALOID XEROX®

For More Information Circle No. 246

Richard Hensley, manager, Reliable Finance Co., Huntington, W. Va., is glad he decided five years ago to file all records in Shaw-Walker two and three-drawer Fire-Files. All records were ready for use after a three-hour fire.

firm's "fireproof" building was burned out by a one-hour fire that started at 11:15 a.m. "When the fire started," said Mr. Hutton, "we were in the midst of our year-end audit. Most of our account records were out of the safes, be-



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Write for details. Give machines, makes, models you use and measurements.

Gates ACOUSTINET

510 AMERICAN STANDARD BUILDING, BUFFALO 7, NEW YORK

The Mosler insulated file cabinet which protected the records of Hyland, Hall & Co., from an explosion and fire at Madison, Wis.

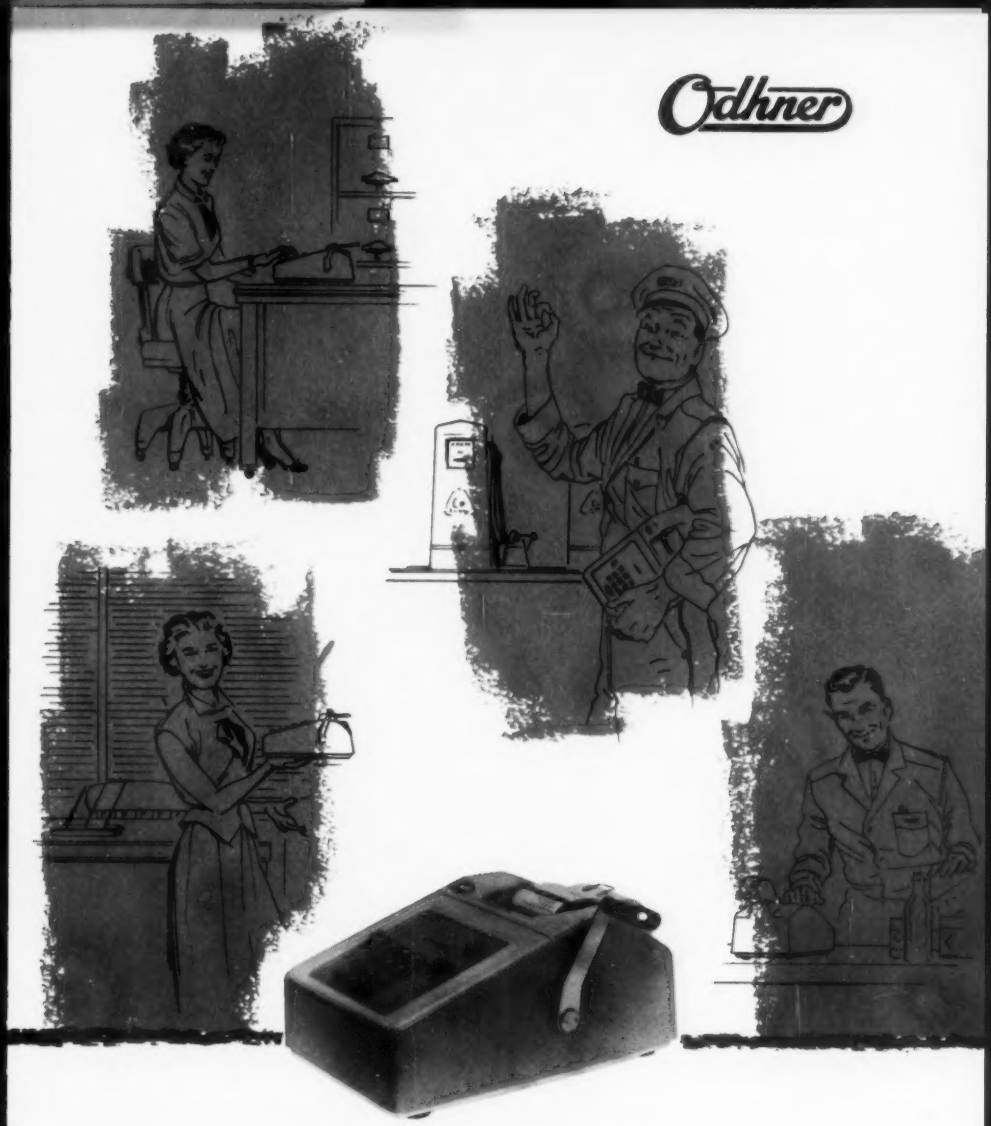
ing worked on. When the alarm sounded we ran to safety, leaving everything behind. Account books and all records in steel desks and files were destroyed. We estimate it will take at least six months to reconstruct these records. Only time will tell what losses will be sustained because of their destruction." Executives should keep in mind that 55% of fires occur in the daytime.

Experience proves that, when the average business loses its accounts receivable, it cannot expect to recover more than half the funds represented by those records. Even that recovery occurs only at considerable loss of time and expense.

Unfortunately, insurance is not a sufficient solution when records are destroyed. First, the policy is often prohibitively expensive, and understandably so if the records are unprotected.

Records of the Perfect Seal Mfg. Co., Walworth, Wis., survived a 16-hour fire in the Mosler safe shown at right.

For More Information Circle No. 456 →



count on Odhner . . . anywhere

for your business problems

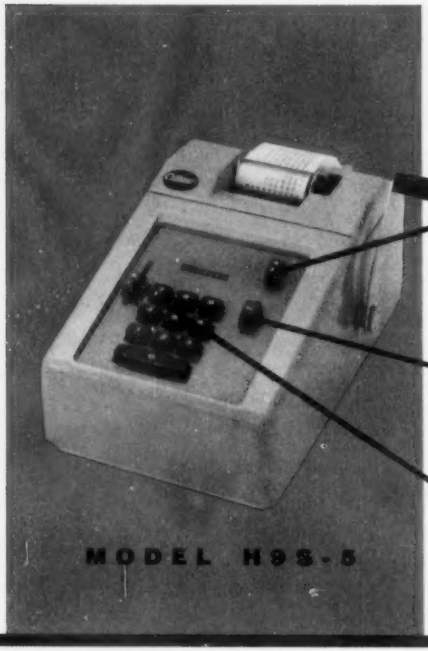
Small, light and portable, the ODHNER easily moves through your figure work tasks.

Because ODHNER has large machine capacity—8-digit listing and 9-digit totaling– it is ideal for so many store and office needs; at the check-out counter, for bookkeeping, payables and receivables, estimates and sales.

And ODHNER is also the perfect desk-companion for the busy office executive, who uses an adding machine as frequently as his phone! ODHNER is designed for swift, easy operation. All keys are scientifically spaced for economy of hand movement and are adjusted to the gentlest touch.

By increasing the efficiency and productivity of your personnel, the ODHNER will quickly pay for itself!

ODHNER *gives you three easy-to-use dual-purpose operating keys for speed and efficiency in addition, multiplication and direct subtraction.*



OPERATING INFORMATION

1 *To total—you just move the key up. For sub-total—simply move the key down. Your totals and sub-totals are obtained without extra strokes.*

2 *When the key is in standard position the machine adds. When you move the key to "up" position, it subtracts.*

3 *To correct numbers set in machine—just move this key up. For repeat operation—move the key down. For repeat subtraction, simply set the minus key.*

GENTLEMEN:

Yes, I am interested in seeing the new Odhner Hand-Adder, MODEL *H9S-5*
Please have your representative call for an appointment.

COMPANY NAME

MY NAME POSITION

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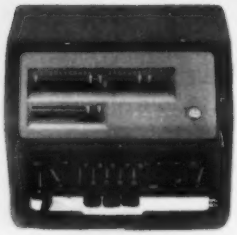

The FACIT Automatic Calculator
—the most compact automatic-electric calculator. Just ten numbered keys for easy, accurate operation.

The ODHNER Automatic Multiplier
—fully automatic, push-button, multiplication. And simplified keyboard for easier addition and subtraction.

The FACIT Typewriter
—modern in design, the Facit typewriter is efficient, smooth—a pleasure to use. The letters it types enhance your company prestige.

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Postage will be paid by Addressee

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Second, insurance does not always cover all eventualities. To collect, a company must have full proof of loss and, in business, most kinds of proof exist on paper. Third, whereas insurance may return part of the loss, it can never replace the actual records with all their vital business information.

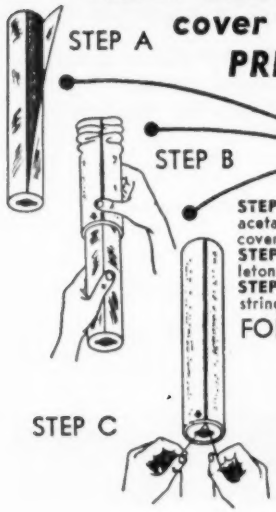
The only true protection for all the papers and documents of a company is insulated equipment. Since records are subject to fire exposure during working hours, as well as at night, they need to be protected at the three points of vulnerability: point-of-preparation, point-of-use, point-of-reference.

Every time a fire breaks out, we are reminded that a business is worth no more than the paper on which it is written. This is a good moment for executives to determine whether their company records could withstand the fire which strikes without warning.

Important records and currency of United Plumbing & Heating Supply Co., Providence, R. I., were saved by a Shaw-Walker Fire-File.

MULTILITH OPERATORS *up to* **50%**

NOW YOU CAN CUT COSTS



cover your own dampening rolls with

PRESEWN TRI-MOL molleton covers

IN 5 to 10 MINUTES ANYONE IN YOUR OFFICE can put on their own dampening roll TRI-MOL Molleton covers. It's as easy as A-B-C (see illustrated steps at left). Send in your order today or write for more information.

STEP A — Wrap acetate (sent with cover) around roller
STEP B—Slide TRI-MOL Molleton cover (as shown) onto roller.
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DEALERS AND DISTRIBUTORS INQUIRIES INVITED

For More Information Circle No. 351

← For More Information Circle No. 456

Only Work Measurement Can Set Fair Day's Work and Pay

DR. LOUIS J. RAGO, Associate Professor of Management, School of Business, Duquesne University, Pittsburgh

ALTHOUGH OFFICES make limited use of work standards (established by stop-watch time studies), they constitute one of the many useful means of achieving office efficiency. Through the intelligent application of carefully developed output quotas (work standards), a fully objective appraisal of employee performance and effectiveness can be made. The primary achievement of output quotas is that they help the supervisor exercise control over working habits of the office force. Thus, a basis for an equitable distribution of office workloads is provided.

Since there is no formula (other than the going wage rate in the community) capable of determining the *just* amount of pay for office jobs, most employees feel they deserve more compensation for their services. Line management often contends that, since office productivity compares unfavorably with that of the production departments, office work does not warrant higher pay. Thus, the question of fair day's pay is relegated to a comparative prob-

(Continued on page 244)

Q. *Why do so many...*

BUSY PERSONNEL MANAGERS ECONOMIZE WITH STENOPHONE?

A. **Because it's the fastest, most accurate and comprehensive way to test STENOGRAPHIC JOB APPLICANTS! ELIMINATES PERSONAL TESTING!**

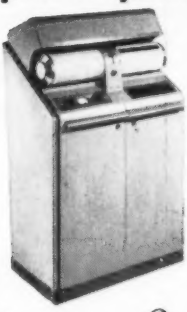
Q. What is STENOPHONE?
A. STENOPHONE is a series of professionally prepared recordings of business letters, dictated by experienced speech instructors at graduated speeds of 60 to 100 words per minute.
Q. What do these letters contain?
A. Most frequently used "workaday" expressions from each of 6 different types of business: SALES, ENGINEERING, LEGAL, ACCOUNTING, INSURANCE, and GENERAL BUSINESS.
Q. What are the records made of?
A. Unbreakable vinyl, to be played at 45 RPM's, prepared by the Custom Record Division of CBS. Each record contains a full 15 minutes of text.
Q. How is the "checking" handled?
A. We supply printed transcriptions for rapid, accurate checking.
Q. How much is my investment for STENOPHONE?
A. $5.00 for each record, or $20.00 for a library of any 5 records.
Q. How do I order my records?
A. Send $5.00 per record (please specify type desired) or $20.00 for set of 5. You may send a PURCHASE ORDER on company letterhead to:

THE *Record-Speed* COMPANY
ONE VANDERBILT AVENUE, NEW YORK 17, NEW YORK

For More Information Circle No. 434

Leadership

proved performance and dependability



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The electronic facsimile machine for making **mimeograph stencils • paper offset plates • single positive copies of graphic material.**

It uses just seconds of personnel time; requires no technical operating skill to achieve superior reproduction quality. Manufactured by Times Facsimile Corporation, a pioneer in the development and one of the major suppliers of electronic facsimile equipment. Durably built with precision-made mechanical parts and electronic components designed and constructed in accordance with UL approved standards. Its attractive cabinet design occupies only 26" x 18" of floor area.

For More Information Circle No. 357

See our exhibit in section 103B at the National Business Show

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WRITE ON YOUR BUSINESS LETTERHEAD FOR THE NEW PORTFOLIO OF LETTERHEAD DESIGNS, NO. 4H, PARSONS PAPER CO., HOLYOKE, MASS. © PPCO 1957

For More Information Circle No. 337

Photocopiers in Stores

CONFRONTED WITH an excited customer who claimed she had no sales slip and therefore did not owe the $2.98 charge shown on her monthly statement, the department store's office clerk checked the files, found the original sales slip, made a photocopy of it, gave the customer an exact copy of the original bearing her own signature, and was able to completely satisfy the customer that the charge was justified. By using its Copease photocopy machine to reproduce the sales slip, the store was able to keep its original on file, provide the customer with her own copy and, at the same time, eliminate time-consuming hand-copying or typing, as well as the possibility of error in transcription.

In the case of questioned sales coming to the department store through the mails, one large metropolitan department store reports that a photoexact copy of the sales slip is sent to the customer as positive proof of purchase, thus saving the store an endless amount

A photocopy can calm an excited customer.

This amazing *automatic* calculator —the Marchant Deci·Magic

. . . is the calculator *anyone* can learn to use, in minutes! You'll notice the benefits right away—less learning time . . . and the happiest calculator operators you've ever had!

Only the Deci·Magic makes figurework this easy!

You just "write" the problem in the keyboard as you would on paper. Then the Deci•Magic takes over with completely *automatic* clearance, dial positioning and carriage shifting, and delivers your answer with the decimal point in the right place, *automatically!* Anyone can do it! See for yourself. Call any Marchant office. Or write, on your business letterhead, for full information.

MARCHANT CALCULATORS

Division of SMITH-CORONA MARCHANT INC.

OAKLAND 8, CALIFORNIA

Modern Management Counts on Marchant

For More Information Circle No. 260

of complicated correspondence and additional paperwork.

Sales and promotion programs were handicapped in one large New York department store because the departments concerned with these programs could not be certain the merchandise had been received and was on hand. Now, immediately on receipt of goods, photocopies are made of packing slips and sent directly to the interested units. This enables the department to speed up their program and synchronize sales and advertising schedules.

Having turned to microfilm to conserve file space, a large department store in Chicago soon faced another problem: how to get copies of this material quickly when needed? The problem was solved by using photocopy equipment. The film is reversed in the microfilm enlarging equipment, so that it casts a positive image onto the negative paper. This is developed in a Copease machine.

Other typical department store uses include: copying original purchase orders for accounting and auditing departments; copying checks with the endorser's signature; making copies of documents relating to employees or prospective employees for interested departments, and state and federal income tax records. Further information may be obtained from Copease Corp., 425 Park Ave., New York 22, or Circle No. 101.

VEEDER-ROOT

Any number of Countrol Systems can be based on the VARY-TALLY

Simple punched-card systems, based on Vary-Tally Multiple Unit Reset Counters, give complete and up-to-the-minute cost and stock-control information by types, colors, sizes, textures, grades, customers, or other classifications. Also keeps production geared more closely to demand. Let us show you how easy it is to develop a Vary-Tally system for your particular needs.

VEEDER-ROOT INC., Hartford 2, Conn.

"The Name that Counts"

For More Information Circle No. 327

Homelite's "paperwork simplification" speeds chain saw parts to branches

"An adequate stock of service parts at 62 branches and 2500 dealers is a major Homelite policy", says M. C. Fidao, Office Manager at Homelite, a division of Textron Inc., Port Chester, N. Y. "When we opened our new chain saw factory in Gastonia, N. C., we asked Standard Register to work with us to improve our branch requisition system. They helped us develop new forms and procedures that met our goal of 24-hour shipment from two plants . . . with the same clerical staff as before . . . and with complete parts-inventory control."

PS* Teamwork pays off again! When your staff and our representative plan together, the result can be a solid accomplishment such as this. He is a specialist in the design, construction and application of business forms for the highest system efficiency—at your service but not on your payroll.

IDEAS FOR YOU: Write Standard Register for complete details of Homelite's cost-cutting parts supply system.

24 HOUR SHIPMENT

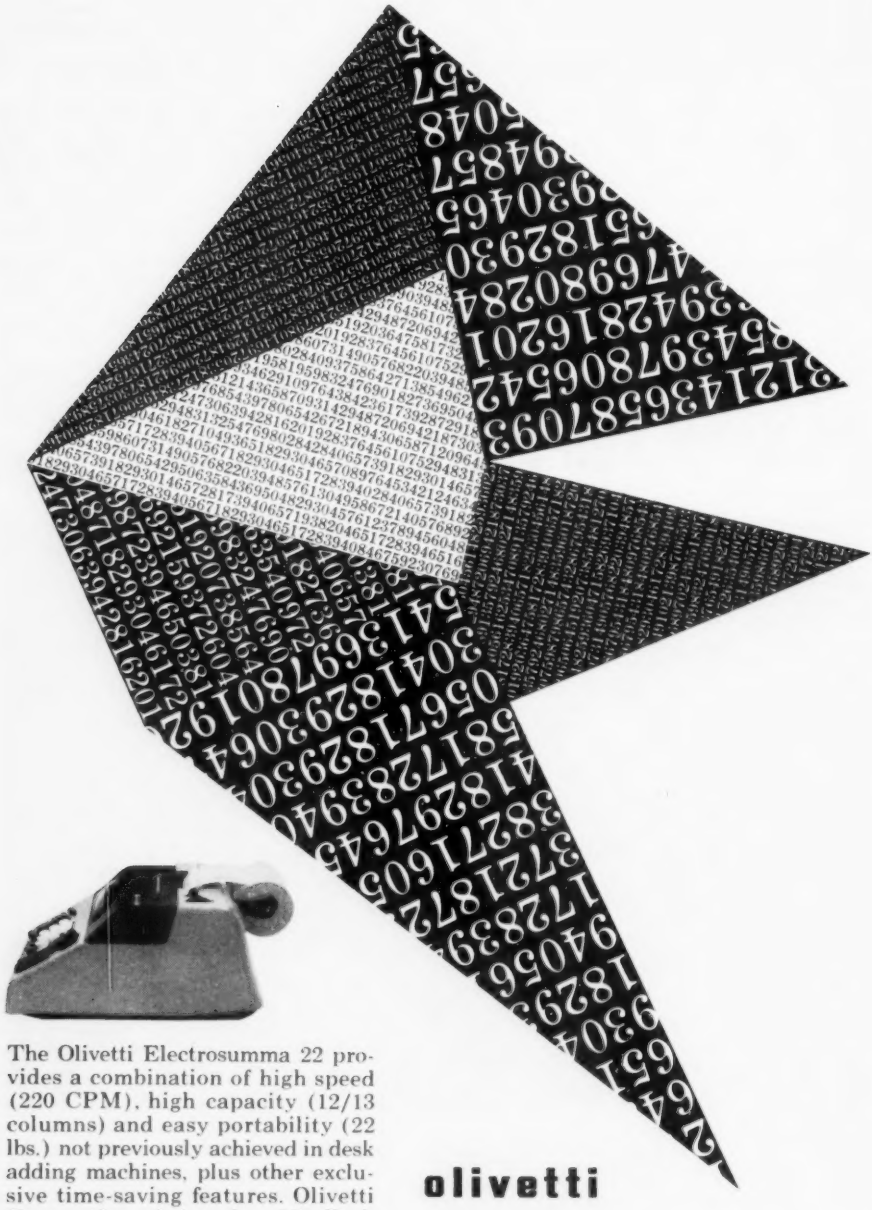
Standard Register
BUSINESS FORMS
* PS Paperwork Simplification

THE STANDARD REGISTER COMPANY, DAYTON 1, OHIO
PACIFIC DIVISION, OAKLAND 6, CALIFORNIA

Sales and Service Offices in Principal Cities . . . Plants at Dayton, Oakland and Glendale, Calif.; York, Pa.; and Fayetteville, Ark.

ASSOCIATES: R. L. Crain Limited, Ottawa, Ontario, Canada • W. H. Smith & Son (Alacra) Ltd., London, England • Gemah Formas Continuas, Caracas, Venezuela • Impresora Ariel, S. A., Havana, Cuba • Sten Dahlander, Stockholm, Sweden.

For More Information Circle No. 289



The Olivetti Electrosumma 22 provides a combination of high speed (220 CPM), high capacity (12/13 columns) and easy portability (22 lbs.) not previously achieved in desk adding machines, plus other exclusive time-saving features. Olivetti Corporation of America, 375 Park Avenue, New York 22, N. Y.

olivetti

For More Information Circle No. 267

AUTOMATIC SYSTEMS

Current trends in office automation including data processing.

Organization for Automation

LIONEL E. GRIFFITH, International Latex Corp., Dover, Dela.

SPECIALISTS and technicians have viewed the computer in the light of their own special areas. The accountant has regarded the computer as just a faster, more powerful adding machine; the mathematician working in the business area has considered it as a means of shortening calculation processes; the linguist has thought of it as a translation machine; and so on. The literature on computers is riddled with the word 'application' and this, in itself, indicates the common approach to computer usage. In other words, we have heard much of the computer from the technical and specialist level and not from the conceptual level. The control of computers appears to have been left in the wrong hands. Today there is a growing awareness of this but, so far, we have not seen any writings presenting us with solutions.

Business organization today is virtually archaic. Organization structures follow, basically, old fashioned military lines which themselves have become outmoded. Communication problems have grown in size and complexity and the volume of paperwork generated in the modern business practically defies control. If we relate a study of the usual form of business organization charts (Fig. 1) to functions actually performed, to communications, or to paperwork control, it becomes evident how really outdated our organization structures are.

For example: in our sketch we show a manager of a machine accounting department reporting to a controller, not an uncommon situation. Today the term "machine accounting" is largely a misnomer. Few machine data processing operations confine their attention to accounting problems. Machine operations in practically all businesses, irrespective of size, are largely paperwork processing operations which provide data for the total business, not for finance or accounting alone. This is only a minor example, but it illustrates the sort of thing common in any consideration of organization today.

Present office operations are limited

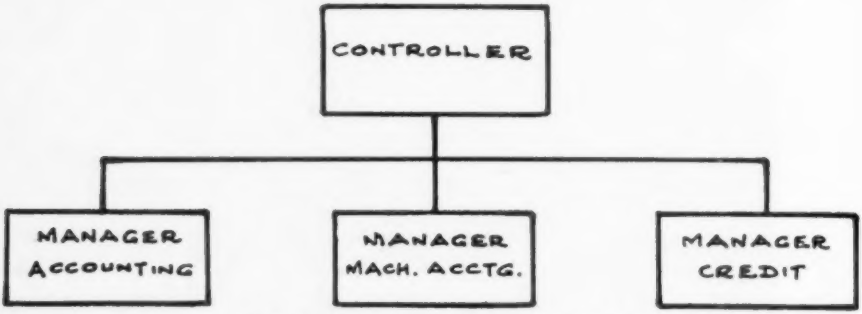


Fig. 1. A conventional organization chart.

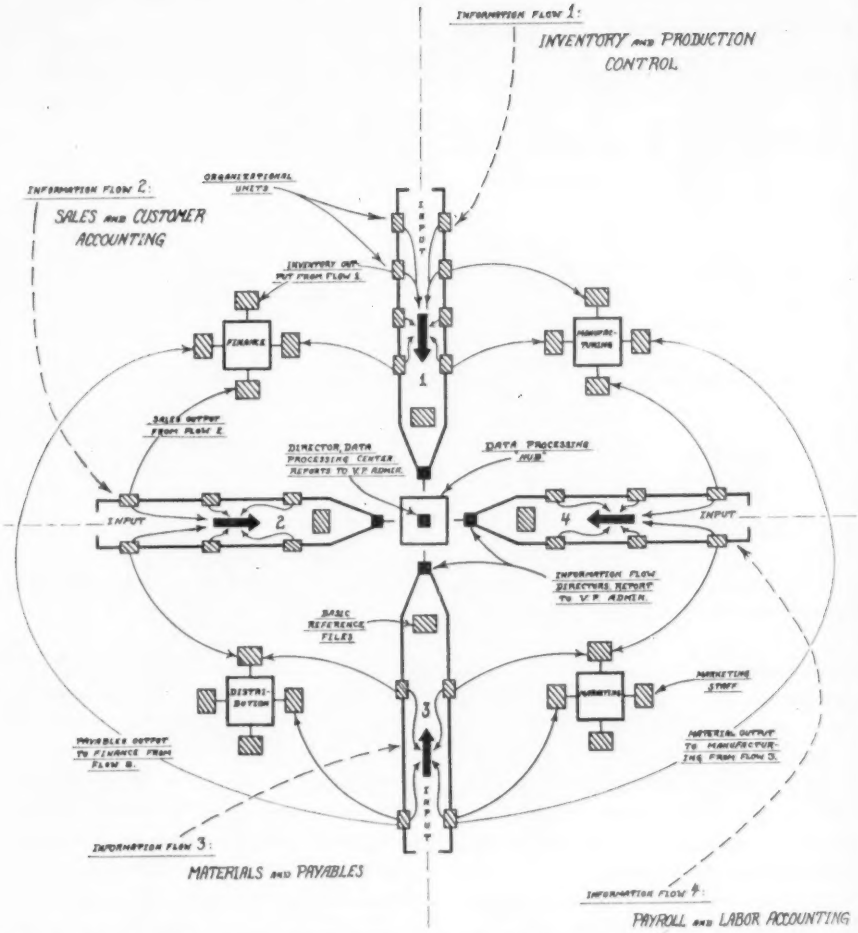


Fig. 2. Organization structure based on the flow of information. (See three-dimensional model on the cover of this issue.)

by the organizational concepts which brought them into being. Nearly all of them center on the manufacturing, marketing and financial operations of the business. Methods of organization which were acceptable yesterday no longer suffice; many new and important areas have developed. We cannot rely on organizational structures that are primarily the by-products of the manufacturing, marketing or accounting operations. We are now required to think of organization as a totality and not as an expression of special areas.

Present forms of organization suffer from many defects. The organizational

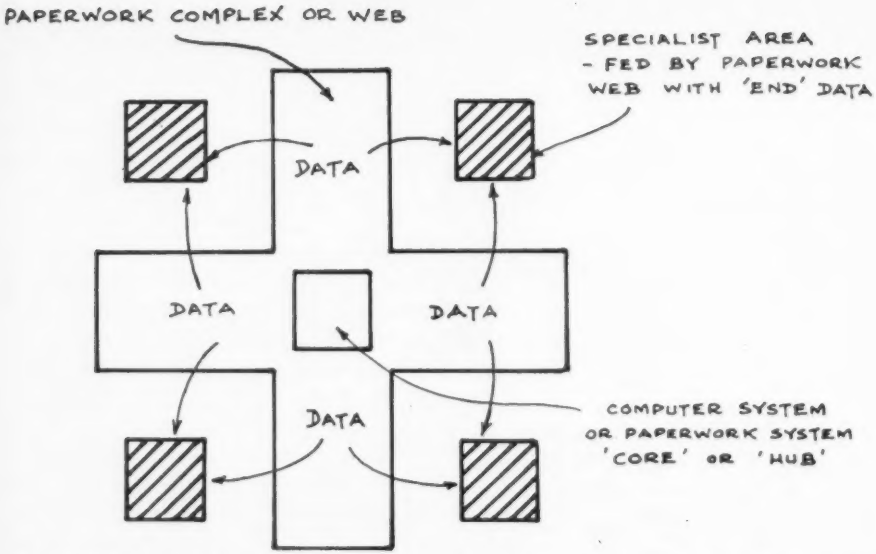


Fig. 3. A simplified version of Fig. 2. The number of complexes or webs, and the number of specialist areas, would vary.

units comprising any one given area, such as finance or manufacturing, contain two elements: (1) the intellectual content of the work being done by the professional man concerned; and (2) the control of the purely mechanistic features to provide the end data for the intellectual performance.

The more common forms of professional training equip men for only one aspect of the work: the intellectual. Control of mechanisms, in themselves, warrants more than cursory treatment. Over the last 50 years they have developed in their own right into a form of professional activity. At the present, professional men are assumed capable of "picking up" the essentials of systems, procedures and methods work as they go along. In other words, a professional area has grown up unobserved and has been tacked in bits and pieces onto other special areas. We should not be surprised if organization patterns were confusing and somewhat out of date before the impact of the computer on organization. Thus, one of the main problems of modern business has been created; the use of the chemist as administrator and organizer, the use of the accountant to resolve paperwork problems, and so forth.

Present organizational forms do not allow for effective systems work as more often than not they function staffwise with little or no line authority. Systems, procedures and methods programs, and improvement work, must be positive and continuous. It cannot be passive, intermittent or expedient. Without line authority it frequently becomes just this.

Systems, procedures and methods

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work is often limited to a few basic routines or to the area of accounting activity. To be effective it must penetrate practically all areas where action is facilitated or controlled by paperwork in volume.

The new area of machine data processing has not been assessed in its proper proportions, and it has not been recognized as being the center of a series of systems which can allow for complete accounting, statistical, production, marketing and management control. In too many cases, higher management has paid lip service to computers without in any way understanding them. Computers and computer systems cannot be treated on the basis of "keeping up with the Joneses".

The methods we use to chart organization structures are too primitive and frequently obscure essential relationships. We believe that the chain-of-command kind of chart can be used only to limited ends. To properly appreciate organizational relationships, we are obliged to develop three dimensional models. Little or no attention has been paid to this in the past.

As some of the important policies shaping our national life are examined, we cannot escape the conclusion that we are improvident in the way we use special talents. We train a teacher to teach and then use him in some administrative post where he becomes buried in a paperwork morass. We train thousands of accountants each year and then turn them into bookkeepers, or give them fragments of the total accounting operation to control which, in themselves, are primarily paperwork areas. Our universities turn out thousands of engineers each year and we use a large number of them to administer paperwork operations.

This squandering of talent and specialized knowledge continues. We are faced with national problems of tremendous magnitude as a result. We face serious and possibly perilous competition with Russia in the scientific,

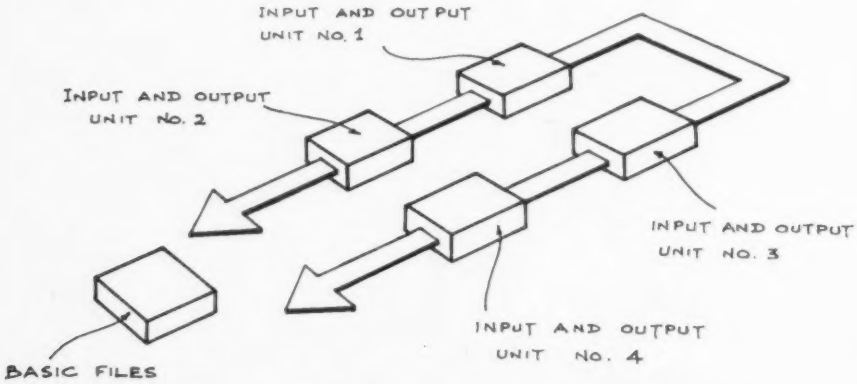

Fig. 4. All the elements of a single information flow under one flow director. The number of imput-output units would vary from one flow to another.

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engineering and educational fields. Should we not then encourage our people with special training to remain within the areas in which their training can be put to use? Should we not discourage them from becoming administrators and organizers?

The area of administration and organization is an important one also—too important to become the refuge of the *failure* in engineering, or the *failure* in accounting, or the *failure* in education. We have very few first-rate administrators and organizers, hence the vast paperwork complexes encumbering all areas of government and business—also, the misuse and misunderstanding of the place of the computer and computer systems in business and administration.

The worth-while engineer or accountant should be interested in the end data produced by a system and not in the mechanics by which the data is produced. Their interest in the mechanics should be confined to the accuracy of the data and that is all. Here we distinguish between the intellectual part of the business and the mechanisms required to feed the intellectual areas. We require an organization structure that frees the engineer, marketing man and accountant to properly pursue his professional work. Computer systems, if properly used, will allow this. No doubt some engineers, accountants and others will desert their old professions in the making of the new profession of systems and data processing.

The material we now offer is a concept or expression of modern organization designed, among other things, to free the engineer for engineering, the accountant for finance, and the production control man for production problems; and so on, all the way down the line. The structure is designed to allow for the expanding and contracting needs of special areas as these needs arise. Hitherto, as each new need came into existence it was developed piecemeal as a separate entity and then grafted to part of the existing organization.

In developing the new organizational concept we have made the following assumptions:

1. That electronic data processing systems are *not* just faster, more powerful adding machines, or an extension of punched card operations. We recognize electronics as creating a *new systems situation* and we believe that many of our present difficulties arise from the consideration of the computer or computer systems as being merely a simple extension of conventional methods work or another kind of card system.

2. That it is possible within a computer system, with the use of basic files of information, to reproduce a complete information flow which can automatically produce sales statistics, invoicing data, accounts receivable data, inventory and availability data, aging information, and so on, on a current basis. *It is not a question of a single application approach, dealing with problems as separate entities, but rather a total systems approach, embodying a series of applications and their relationship to each other.*

3. The volume of business paperwork and the problems of communications are continually growing in size and complexity. Only data processing systems offer any hope of bringing both

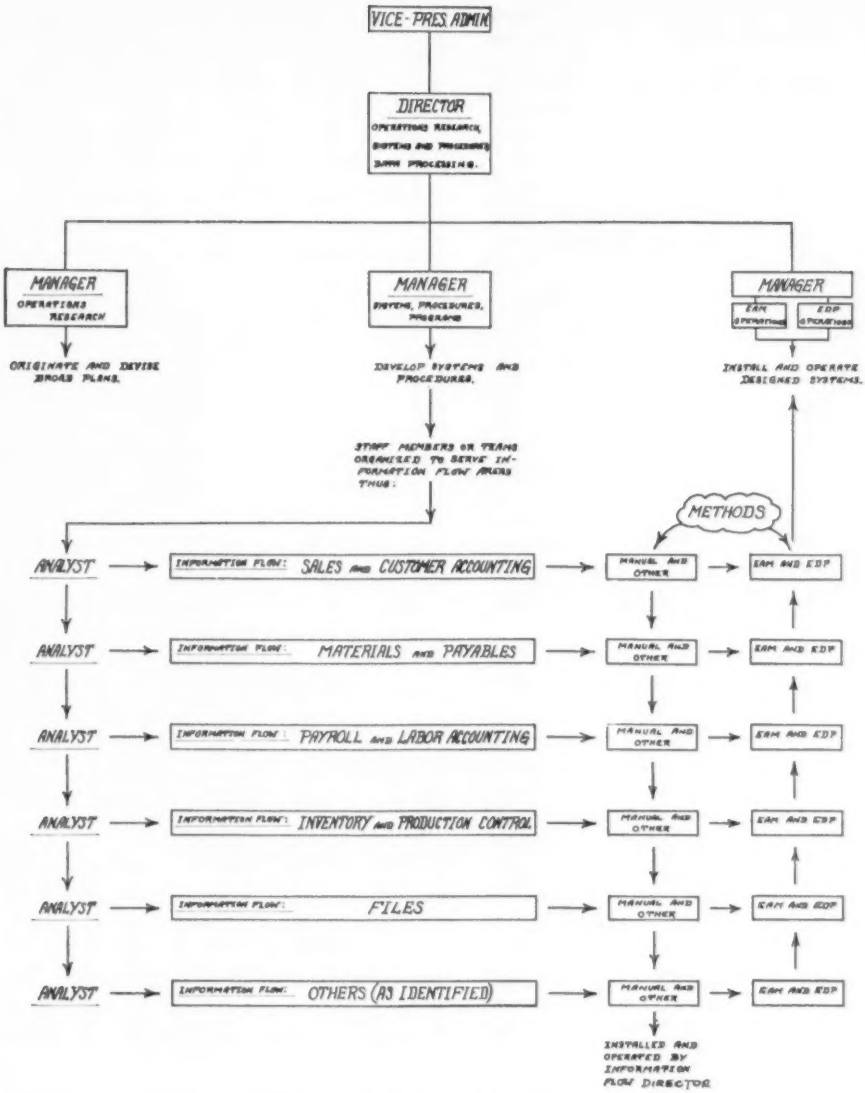

Fig. 5. Organization for data processing operations.

areas under control.

4. That complete current status of any item of intelligence in a paperwork operation is practically impossible to obtain under present methods owing to the necessity of batching information. Computer systems offer the possibility of obtaining current status on customer,

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product, material requirements, etc., more or less instantaneously.

5. That the demand by management for speedy, accurate and more detailed data is likely to increase rather than diminish. The management process is daily becoming more complex and, more often than not, present office operations are unable to supply the information upon which vital decisions depend. *Apart from this, the discipline introduced by data processing systems forces management to decide what information management actually needs.*

6. That the whole area of systems, procedures, manual and machine processing operations associated with paperwork is a *special* area requiring the attention of a specialist skilled in administration and organization. It should not be left to the attention of specialists from other areas as a fringe activity. Too often it is assumed that the engineer or accountant has inborn skill in such matters or somehow acquires it purely by the passage of time. Unfortunately, this is seldom the case.

7. That it is possible by sounder organization to bring factory and office closer together making, for all practical purposes, one entity. The activities of both should be governed by a closely knit paperwork web. In the words of Coleridge, "What is organization but the connection of parts in and for a whole, so that each part is, at once, ends and means".

8. That many so-called organizational differences between manufacturing companies are not real. There is evidence of an endeavor by certain entrenched elements in business to retain old methods and old approaches be-

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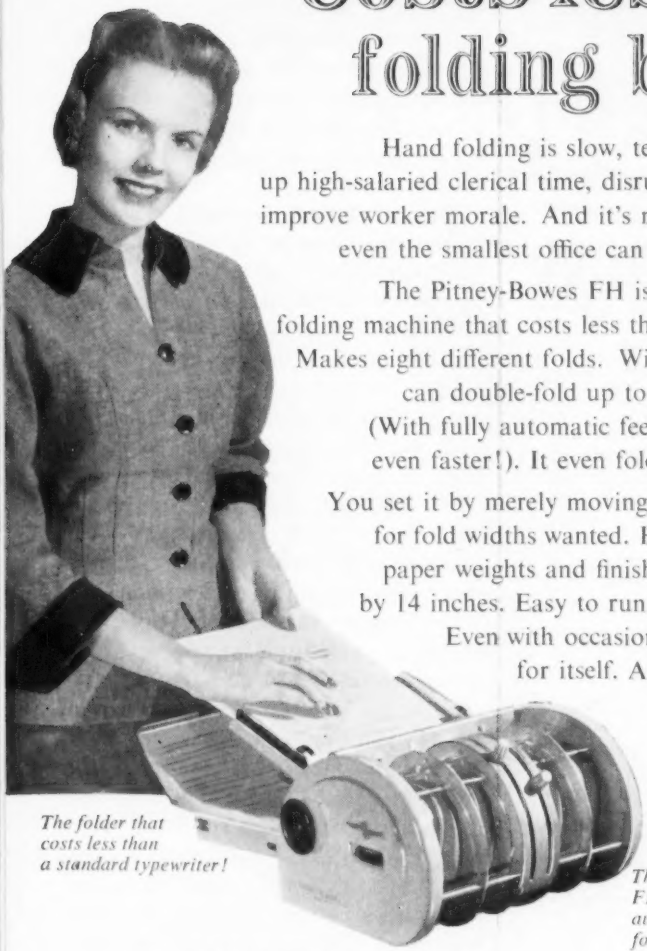

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cause they are the basis upon which personal empires have been built. We agree that it will be some time before the walls of these empires have been softened up, but we are confident of the outcome of the struggle between the old and the new.

There are a limited number of natural information areas in any business. Each information flow, information area or paperwork pattern, call it what you will, forms a chain of events from which a number of data by-products may be drawn.

Each information flow usually starts with one piece of paper. For example: the sales and customer accounting flow starts with the entry of a completed order form into the information area. It could start with the design of the order form as its design determines, to a large degree, the information we will be able to draw from the sales and customer accounting cycle.

From the order form, or data derived from it, and from certain standing basic information files or from secondary documents introduced into the system, freight may be calculated, the invoice may be produced, the accounts receivable posting may be created, the aging of the accounts may be effected, statements may be printed, receipts recorded, and sales statistics obtained.

The thinking put into the design of the order form, the secondary documents and the basic information files, determines entirely the content and flexibility of the total system or series of systems. In the design of a system or information flow, we are concerned with the lowest common denominator of each item of intelligence. This is the

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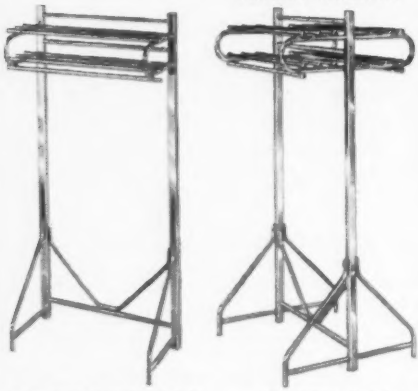

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area which usually receives the least attention and is dealt with at a relatively low level. Rigidity is built into a system before it leaves the ground.

If we are to build an information system capable of supplying the needs of modern business, we need to know the range of all items built into the order form. For example: if today we manufacture a particular product in five sizes only, before we construct the order form we should have posed and found the answer to the question, "Is this range of sizes sufficient to cover our present and future plans in the manufacture of the product under review?" Good systems work presupposes a very complete knowledge of short and long-term planning and of the creative possibilities of the business.

The path of the order form and the data added to it, or taken from it, through processing operations forms a natural information area. There are a limited number of such areas in any business and, basically, they concern making, buying, selling and hiring. In our business, we consider these information areas to be: sales and customer accounting; production and inventory control; payroll and labor accounting; materials and payable accounting. One additional area is largely a by-product of the foregoing. This concerns information files on customers, vendors, products, territories, staff, etc., which arise and are compiled from the actions of buying, making, selling and hiring.

Other basic systems areas may be identified in due course but, to keep our case pungent, we will accept the limitations described above. Certain businesses will present other special infor-

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mation areas. For example: a transportation and distribution flow might be involved for a wholesaler. Banking and insurance would not have flows identical to those of a manufacturer. However, the basic principle is applicable to all enterprises.

Some of the areas covered are not completely self-contained, but may be linked one with the other. Usually the form of linkage is that one system or flow produces output which, in turn, becomes input to a second flow.

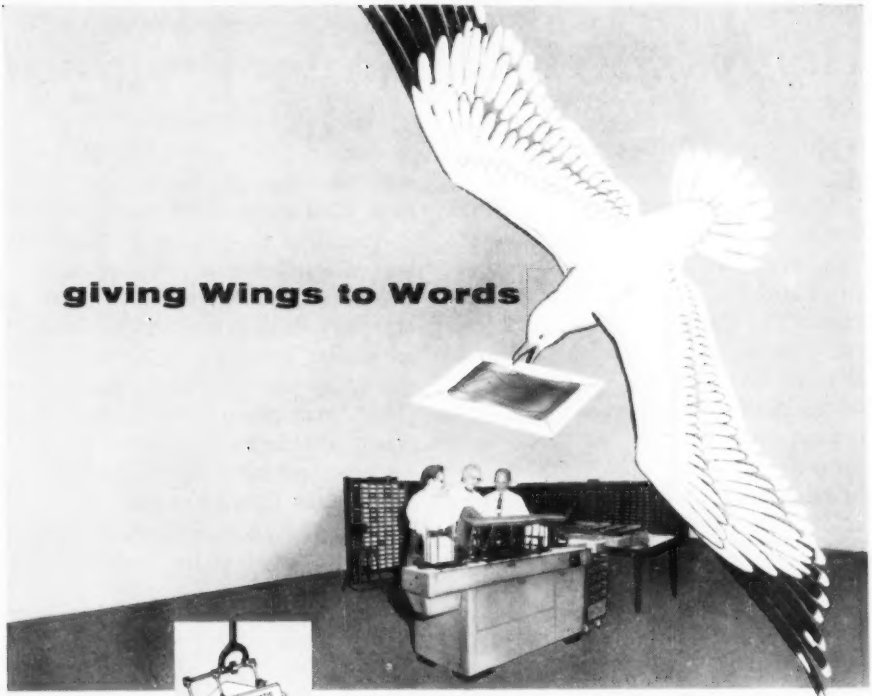
In our opinion, a more reasonable and workable form of organization would be one in which the following conditions were satisfied:

1. All natural information flows, such as those described, would find their focal point in a data processing hub or core. Figs. 2 and 3 show the structure of a business based on a group of information flows centered on a data processing hub. Computers and computer systems are not essential to such an arrangement. The impact of machine data processing systems upon paperwork operations, however, greatly strengthen the case.

2. The intellectual areas of the enterprise would be separated out from the mechanistic areas. Thus, the manufacturing specialist would be concerned with manufacturing, the accountant with finance, and they would be serviced by a data processing system manned by paperwork and data processing specialists who would provide manufacturing and accounting with data as the output of a system or a series of systems.

3. Each information flow, and the input and output units organized to

(Continued on page 266)



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(Continued on page 265)

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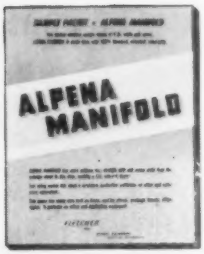

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2. ***Change Masters Automatically!*** New APC attaches and ejects masters while machine is running—in a matter of seconds!
3. ***Speed up Systems Duplicating!*** New Universal Systems Feed combines automatic suction and hand feeding of systems forms, records, communications!
4. ***No messy cloths, no ink-stained fingers!*** Just press the lever while machine is running and stay spic and span all day long—operators love it!

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A Subsidiary of Mergenthaler Linotype Company
29 RYERSON STREET, BROOKLYN 5, NEW YORK
Distributors in all principal cities and Canada

Get NEW BROCHURE
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☐ Send new DAV-A-MATIC brochure

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OM 10-8

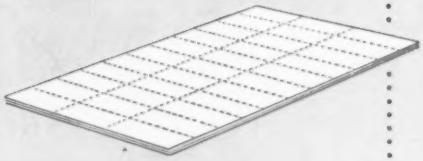
For More Information Circle No. 252

You can fill all your multiple mailing needs with

the Dennison Line of Addressing Labels

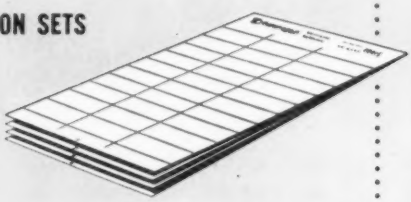
SHEETS

The standard addressing label — for typing or duplicating. 33 pin-perforated labels ($2\frac{11}{16}$ x 1") on 8½ x 11" sheet. No lint; no pods. Type 33 labels with one insertion. White, blue, buff, salmon, canary, cherry, green. In 25 sheet or ream packages.



4-PART SNAP-APART CARBON SETS

For follow-up mailings, use Dennison Carbon Set Labels — 4 sheets of couponed label paper collated with 3 sheets of one-time carbon. Quick, clean, easy. Labels stay lined up until snapped apart. 33 labels ($2\frac{11}{16}$ x $1\frac{5}{16}$") on a sheet. White only.



ROLLS

Dennison Addressing Labels come in continuous rolls of 1000 couponed labels, 3 x 1" or 3 x 1½", in a dispensing box. Accurate spacing allows labels to be typed with a minimum of adjustment. White only.

Dennison quality labels plus special Dennison gumming insure satisfaction.

Order Dennison Addressing Labels from Your Stationer.

Dennison
Framingham, Mass.

For More Information Circle No. 219

SLASH

UNIT SALES ANALYSIS COSTS by 50%

WITH A LOW COST MULTIPLE-TALLY

DENOMINATOR

We invite you to benefit by our half century's experience. If you tabulate sales, colors, sizes, styles, shades, textures, etc. . . . we'll show you how simply and inexpensively it can be done with a Multiple-Tally DENOMINATOR!

SEND FOR FREE LITERATURE and PRICES NOW!

DO YOU USE THIS TALLY MARK ~~IIII~~

to sort and count in your office or plant?

Use the Multiple-Tally Denominator for faster, more accurate results.

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☐ Please forward literature and prices.
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Company_____
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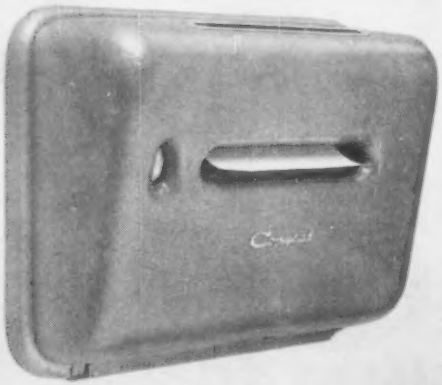
For More Information Circle No. 223

"It copies anything . . . in 12 seconds!

. . . and the developing agent

lasts a whole month!"



Here it is . . . Copycat's new deluxe wall model— world's fastest photocopier at any price!

Thanks to an exclusive new Copycat development, you can now have sharp picture-like copies of anything printed, written or drawn, *finished and ready-to-use* in 12 seconds!

The key to this speed and quality is Copycat's patented spray process – a process so startling that the machine can be used every day for a month or more without the need to change its developing agent. And since you never have to "warm it up" or clean its belts, Copycat runs practically unattended, is always ready for use.

Add to this the space-saving wall mount feature – a benefit you can take or leave because you can remove Copycat and carry it from desk to desk, from job to job, without fuss or bother.

If you've been less than satisfied with copying machines . . . tired of slow machines . . . fuzzy copies . . . messy developers . . . you owe it to yourself to see the new Copycat. Copycat is four times faster than any other photocopier and its developer lasts *five times longer.* Write or phone for a free demonstration in your own office today.

Copycat CORPORATION

you can't damage originals

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For More Information Circle No. 249

RIGHT or WRONG in Employee Relations

A ROUNDUP of day-to-day employee problems and how they were handled by management. Each incident is taken from a true-life grievance which went to arbitration. Names of some principals have been changed.

Which Comes First: Work or Religion?

What Happened:

Jessie Lyle belonged to a religious group which met once a year. A month before the scheduled meeting, Mrs. Lyle asked her supervisor for a week's leave of absence to attend the meeting. After some days' deliberation, the supervisor refused the request for leave on the grounds that she had already taken too much time off during the year. She insisted that she would go anyway and was warned that, if she did so, she would be fired.

She took the week off, and was discharged. Her case came to arbitration. She argued:

1. This is discrimination. You can't fire somebody for religious convictions.
2. When you hired me, you knew I was religious and would be expected to observe holidays and such.
3. A person shouldn't have to choose between her job and her religious duties.

The company answered this delicate question like this:

1. We can't cater to every religious group because people would be always taking time off.
2. Leave of absence is not an employee right. It is granted only at management's convenience.
3. We allow certain religious holidays, but cannot agree to let employees take off for religious affairs of their own choosing.

Was the Company:

RIGHT ☐ **WRONG** ☐

WHAT ARBITRATOR ARTHUR STARK RULED: "The observance of all religious rites is not an employee's right. This makes sense. To hold otherwise is to conjure up a constant parade

of workers from various religious backgrounds, coming and going to work on this day or that—depending on their religious beliefs. Our society, rightly or wrongly, has subordinated religion to the more mundane aspects of life. It requires citizens to conform to certain accepted practices—not at the peril of their lives, but certainly at the peril of narrowing the area of potential employment. If one's religion required one to pray between one and three each afternoon, there are a number of jobs one couldn't hold. Discharge does seem rather strong in view of the employee's obviously sincere convictions. Yet, when asked whether she would do the same thing again, if reinstated, Mrs. Lyle answered firmly, 'yes.' Under the circumstances, there is no point in ordering her reinstated, only to defy management's decisions once more."

May Overtime Be Used to Aid a Needy Worker?

What Happened:

Because of a downturn in business, overtime work was getting scarcer. Whenever such assignments came up, the supervisor would parcel out the extra time to employees he felt needed it most. For example, there was John Kline. His wife had recently given birth to twins, which put a heavy load on John's pocketbook. So the supervisor saw to it that John made a few extra dollars when overtime came up.

The other employees didn't like the way these assignments were handled. "We have a seniority system here, and that means that the old-timers must get first crack at overtime. Let Kline wait his turn."

"I know the rules inside-out," said the supervisor. There's nothing that says overtime has to be parcelled out by seniority."

"It doesn't have to say it," maintained the others. "General seniority applies to all situations. If you don't go along, we're going to take it up with management."

When the front office supported its supervisor, the case went to arbitration. The employees admitted that seniority rules did not mention "overtime" but did include promotion and layoffs. How-

If I don't sell myself in 48 hours, return me without risking a cent!

ADM-REX TN-3 is so confident that it can sell itself against any competition, that it will refund the price of any unsold machines just 48 hours...**and up to 90 days** ...after their purchase!

WHAT MAKES THE ADM-REX TN-3 A SURE SELLER? The magnetic (no-needle) recording system...and the Magic Eraser which wipes the disc clean for thousands of re-uses. These features mean minimum operating costs which, coupled with a low initial cost, make a great economy story. **A free demonstration will clinch the sale!**

ADM-REX WANTS SELECTED DEALERS!... Protected areas available for right dealers. For more information write or call:

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For More Information Circle No. 303

ever, they argued that seniority is to protect a worker against discrimination. Assigning younger men to extra-hour work is just that.

The company saw it another way. Seniority is not an automatic right. It exists only insofar as specified in the company's policy.

Was the Company:
RIGHT ☐ WRONG ☐

WHAT ARBITRATOR ANGUS S. McSWAIN JR. RULED: "It is undisputed that the company has not followed seniority in assigning the work. It is elementary, however, that seniority and seniority rights exist only insofar as they are provided by contract. Even without a 'management prerogative' agreement, management has the right to direct the working force and to assign work except as limited in a contract. The doctrine that seniority and seniority rights exist only by contract is a corollary of the inherent power of management. Grievance denied."

When Does a Resignation Become Effective?

What Happened:

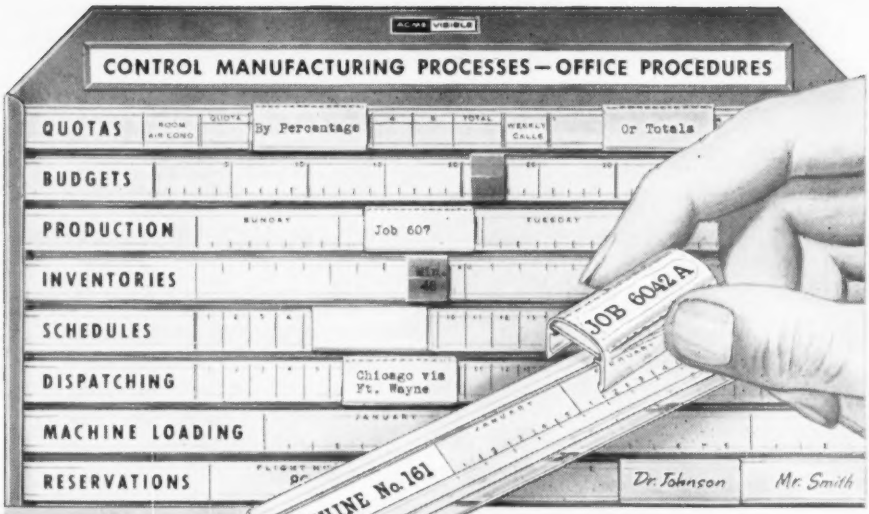
Mr. Dusa came up to his supervisor one day and said: "I just found another job for more pay. I'm giving you two weeks' notice." The supervisor replied: "I'm sorry you're leaving. I hope you will be happy there. By the way, why don't you put your resignation in writing so I'll be able to clear things with the payroll department." Dusa did this. A week later Dusa changed his mind, and asked to have his letter of resignation rescinded. The company refused on the grounds that Dusa had resigned and could not claim his job back without management's consent. Dusa argued differently:

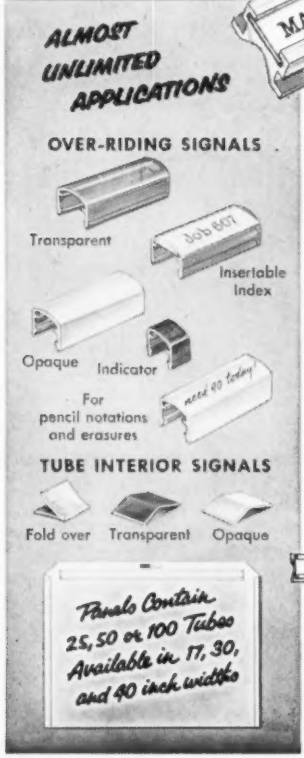
1. A letter of resignation is not effective until the "notice date" expires. My letter still had three more days to go.

2. The company did not replace me, nor did it post my vacancy, so it lost nothing.

Was Dusa:
RIGHT ☐ WRONG ☐

WHAT ARBITRATOR HARRY J. DWORKIN RULED: "In this case, the evidence raises no doubt but that the grievant tendered his resignation, and the notice given to the company was intended to convey the employee's intention to sever his relationship. The company did 'accept' his resignation. The employee having quit his job, the attempted reversal cannot be unilaterally made. The arbitrator views this case as one of simple and voluntary resignation. The grievance is denied."





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VISUAL CONTROL PANELS

Chart Action, Indicate Trends, Show Results, Permit Comparison, Picture Organized Facts for Analysis and Decision.

Complete flexibility with limitless signalling and charting possibilities . . . Easily adapted to your individual record requirements.

Lightweight panels contain clear plastic tubes which are individually removable and may be shifted from one position to another . . . Clarity of tube provides full legibility of contents.

Signals snap on or off at any point . . . Hold position until positively moved . . . Slide smoothly back and forth . . . By-pass freely.

Insertable index feature afford triple signalling potential: by position, by color and by legend of index.

Ask the man from Acme to show you examples—

ACME VISIBLE RECORDS, INC. CROZET, VIRGINIA

☐ Send us more information on Visual Control Panels. Q 1058

☐ We are interested in Acme Visible equipment for _____ records.
KIND OF RECORD

☐ Have representative call. Date_____ Time_____

Company_____ Attention_____

Address_____

City_____ Zone_____ State_____

For More Information Circle No. 251

DOUBLE PRODUCTION with

the High-Speed DUAL STREAM

THE WORLD'S NEWEST... MOST VERSATILE

YES – hard as it is to believe – station for station, the new ***DUAL-STREAM*** Speed-Klect WILL OUT-PERFORM ANY COLLATOR IN THE WORLD*; even cuts automatic gathering costs *in half!*

With the fully automatic ***DUAL-STREAM*** Speed–Klect you can

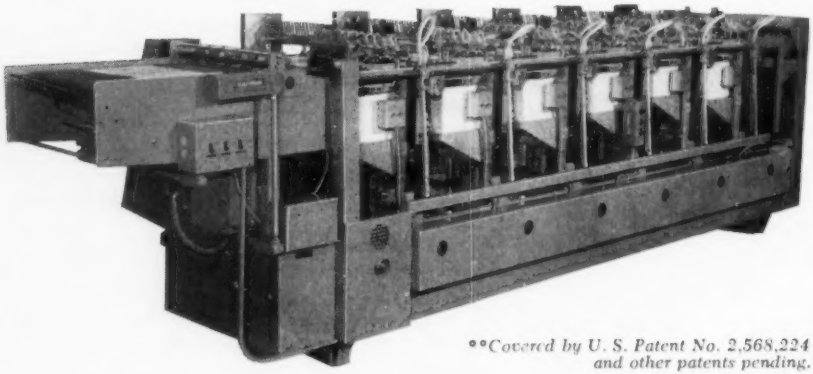
...***DUAL-STREAM*** the same job side by side

...***DUAL-STREAM*** two *different* jobs

...***DUAL-STREAM*** a single job

**Dual-Stream feed — 12" x 9" maximum stock size*

No other collator can match the ***DUAL-STREAM*** *Speed-Klect for versatility!*



***Covered by U. S. Patent No. 2,568,224 and other patents pending.*

MODEL 61-11 *DUAL-STREAM* SPEED-KLECT COLLATOR**

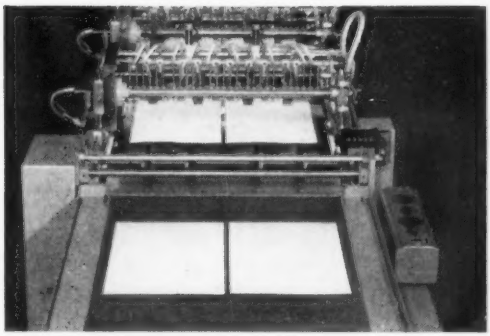
This six-station ***DUAL-STREAM*** Speed-Klect gathers 12 sheets up to 12" x 9" in a single operation! Other models in 3- to 8-stations. Customized models for special gathering problems.

For More Information Circle No. 321

DUAL-STREAM COLLATING!

Speed Klect COLLATOR®

SHEET COLLATOR!



- THE 6-STATION, **DUAL-STREAM** SPEED-KLECT SHOWN MAKES UP TO 60,000 PICKUPS PER HOUR!*
- TWO MICROMATIC DETECTORS AT EACH STATION INSURE UNEQUALLED ACCURACY!
- POSITIVE PICK-UP AND SHEET SEPARATION!
- GLUING AVAILABLE ON ALL SPEED-KLECT MODELS!
- FAST, EASY LOADING!
- IDEAL FOR NUMBERED WORK!
- EASY TO OPERATE!
- SINGLE STREAM COLLATING UP TO 18" x 12" SHEETS!

AVAILABLE WITH

- CRISS-CROSS SET RECEIVER!
- INTERLEAVING DELIVERY!
- STITCHER!

**Dual-Stream feed – 12" x 9" maximum stock size*

Didde-Glaser, INC
Emporia, Kansas

DESIGNERS and MANUFACTURERS

General Office
and Factory, DEPT. T0-10
50 Hi-Way and W. 12th Avenue
Emporia, Kansas

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AVAILABLE FOR EXPORT —
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SEE US AT

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Booths 33 and 34

NATIONAL BUSINESS SHOW
New York — October 20-24
Booth 213CDE

CLIP for information on this and other Speed-Klect models T0-10

☐ Please send Brochure and full information.
☐ Please send the 11-minute, 16 MM, color, sound film "Speed-Klect in Action."

NAME _____

COMPANY _____

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CITY _____ STATE _____

For More Information Circle No. 321

New Products

CALCULATORS

Control Systems, Inc., 5 Beekman St., New York 38, N. Y., distributor of the Plus line of key-drive adding calculators, announces it will now distribute the line of fully automatic Plus Diehl rotary calculators. There will be nine models, featuring automatic short-cut push-button multiplication, full back transfer, duplex

register, full cent and visible keyboard dials. Prices range from $525 to $925. Sales will be through the present Plus branches, as well as the trade. The Plus Diehl Calculator Div. of Control Systems, Inc., will supervise distribution. Factory trained sales and service will be available in 500 cities. **For More Information Circle No. 105.**

TAPE-TO-CARD CONVERTER

Systematics, Inc., 60 East 42nd St., New York 17, N. Y., makes the C 749 Tape-to-Card Converter which automatically produces punched cards from 5, 6, 7 or 8-channel punched tape when attached to an 024 or 026 card punch. A changeable program plugboard allows selective material to be punched in the cards. The card punch remains available for normal manual key punching. The C-749 handles

the most complex conversion applications rapidly and with complete reliability. Its program plugboard has ten selectors, ten distributors and functional controls for every operation. Priced at $2800. **For More Information Circle No. 171.**

PLASTIC BINDING MACHINE

Plastic Binding Corp., Dept. O, 732 Sherman St., Chicago 5, Ill., announces the all-electric Table Model 27 Plastico Power Punching Machine which is only 20″ x 19″, ruggedly built for continuous heavy output, yet light in weight. It stands firmly on any desk or table. The patented double shearing action causes the dies to punch paper progressively from left to right, instead of all 24 male dies coming down simultaneously. This reduces strain and prolongs life of the unit. Hollow ground dies, accurately engineered for pre-

cise punching can handle sheets or covers up to 12″ long, fed over the 20″ table. Other features include silent timing gear train drive; ¾ hp AC split phase motor, 115 v., that plugs into any light socket; bronze bushings; all-steel enclosed housing with roomy waste drawer. The foot pedal operates with light touch and can be placed wherever convenient. Books up to 1⅜″

thick can be easily and efficiently bound on the Model 27 Plastico Binding machine with double table area. After foot pedal operation spreads the fingers of the binder and engages the plastic teeth into the punched holes, the binder snaps shut, completed. The entire Plastico binding operation takes only moments. **For More Information Circle No. 197.**

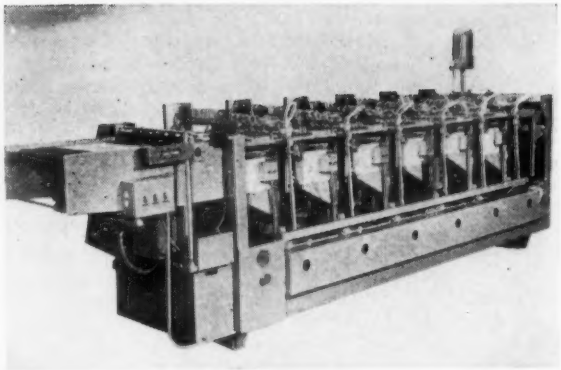
MODULAR FURNITURE

Remington Rand Div., Sperry Rand Corp., 315 Fourth Ave., New York 10, N. Y., announces all steel Aristocrat Modular furniture, designed to fit businessmen's exact work needs and decorative tastes. The color, styling and design creates an atmosphere of individuality and distinction, yet provides a comfortable, practical work area. The Aristocrat Modular furniture line can be assembled in unlimited variations of work units. Matched component line includes: desks with end panels; tables; credenzas; tops; file and storage cabinets. For L-shape or U-shape groupings, these custom-planned combinations afford maximum efficiency in minimum floorspace, and allow the executive and staff to work in an atmosphere of comfort and efficiency. **For More Information Circle No. 177.**

PHOTOCOPY PROCESS

Cormac Photocopy Corp., Dept. 32, 80 Fifth Ave., New York 11, N. Y., announces the PolyCopy process by which a photocopy negative becomes a master for producing any number of additional copies at low cost. The master can be filed for future use. Regardless of the number of copies made, all are equal in clarity and are permanent. All kinds of originals, including colors, are reproduced black-on-white. PolyCopies are produced with a Polycopier accessory for use with most of the modern photocopiers and retailing at $79.50. Cormac also will market PolyCopy Paper and PolyCopy Developer. **For More Information Circle No. 194.**

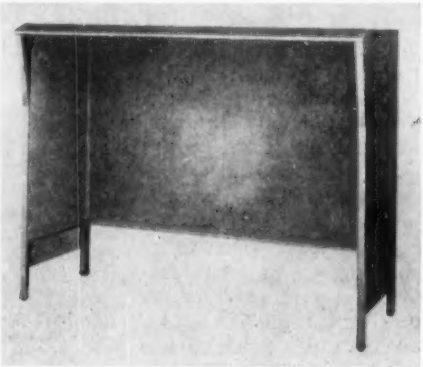
COLLATOR-GLUER



Didde-Glaser, Inc., Dept. TO-10, 50 Hi-way & West 12th Ave., Emporia, Kans., makes the Speed-Klect Dual-Stream Collator which will automatically gather and glue in a double stream with micromatic accuracy. Fully tested in field use, Speed-Klect Dual-Stream models are in production and recommended for either straight collating or gathering and gluing single sheets, sections or signatures in a double-stream or single-stream flow. The same job may be dual-streamed side by side or two different jobs run simultaneously on each stream. Will handle stock sizes from 5″ x 3″ to 9″ x 12″ in a dual-stream or, when operated as a single stream collator, will collate or gather and glue sheets up to 18″ x 12″. The six-station model will automatically make up to 60,000 pick-ups per hour with assured accuracy. Each station has two individual micromatic detectors, one for each stream, which completely eliminate misses or doubles on either stream. Each station will individually handle virtually any stock including single sheets of one-time carbon paper, onionskin, bond, ledger, tag-board and sections or signatures up to .0436″ thickness. Pick-up and sheet separation are positive, since Speed-Klect suckers operate with vertical action. Loading is fast and easy. Each station has two loading tables to handle separate stacks of the same or varying weights and sizes of stock. Each station takes two 18″ lifts of stock up to 9″ in width or one lift up to 18″ wide. Criss-cross set receiver and interleaving delivery attachments are available as accessories. A jogger is standard equipment. Stations operate in unison, but are independently adjustable to handle varying kinds and thicknesses of stock for maximum flexibility. Adjustments are made quickly and easily. Didde-Glaser stub or vertical glue assemblies are available for all Speed-Klect Collators and require no maintenance. A simple wipe with a damp cloth across the glue tips is sufficient to start the glue flow, even after weeks of inactivity. Wash-up is eliminated. With the multiple-knife slitter attachment, work may be slit to size and trimmed as it comes off the delivery belt, ready for boxing or packaging. The rotary principle produces sharp, clean cuts and does not interfere with high speed collating operations. Over 400 Speed-Klect Collators are now in use. **For More Information Circle No. 158.**

MACHINE SOUND CONTROL

General Sound Control, Inc., 6711 S. Sepulveda Blvd., Los Angeles 45, Calif., announces an attractive, steel office ma-

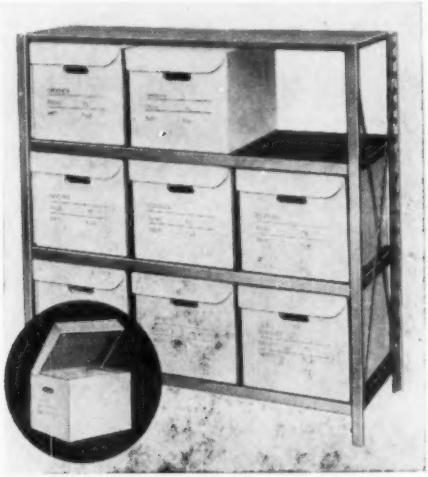


chine enclosure that is said to reduce more than 50% of the machine noise. Enclosures trap noise at its source, before the machine

operator and others in the room can be affected. Level adjustments on legs, optional lighting, standard office gray and white colors, with special painting on request are features of GSC enclosures. Metal glides on legs permit easy noiseless moving in the office. Mass production economy has been realized by standardizing the size of end panels while varying the size of back and top panels, making possible a large variety of cabinets. Units fold easily for shipping or moving, to minimize freight costs and price differential between west and east coasts. **For More Information Circle No. 102.**

RECORDS STORAGE UNIT

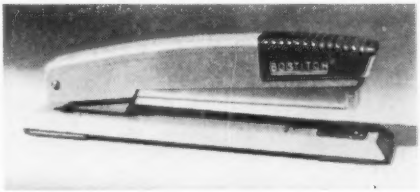
Supreme Steel Equipment Corp., 53rd St. & First Ave., Brooklyn 32, N. Y., makes Rack 'n File units for records storage. A unit includes nine storage boxes per rack. Each box is 12" x 15" x 10¼" and accommodates both letter and legal



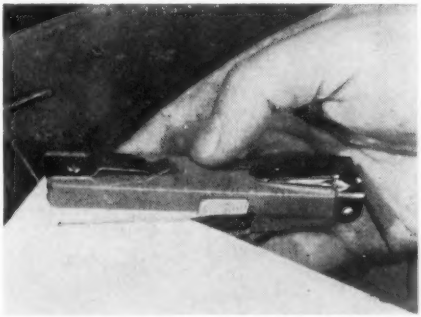
size papers. Boxes are made of durable one-piece construction of high-test corrugated fibreboard with a hinged cover. The space-conserving steel storage unit holds the nine storage boxes. Rack 'n File assembles easily in a few minutes. Inactive records are transferred intact and always accessible. Available with olive green enamel steel unit and mist green storage boxes, Rack 'n File comes in both basic and stack-on units, both economically priced. **For More Information Circle No. 163.**

STAPLERS

Bostitch, Inc., 310 Briggs Drive, East Greenwich, R. I., makes the Bostitch B12 Standard desk stapler styled in gray and



chrome, or black and chrome finish. It holds 210 standard staples and the head of the machine can be swung back for tacking. It has an adjustable clincher for permanent or temporary (pinning) fastening. Suggested retail price is $5.95. The Bostitch



B8 Traveler combines the efficiency of a desk stapler with pocket-size convenience. It is 5" long and weighs about the same as a pocket knife. The Traveler has its own clip for easy carrying in pocket, briefcase or handbag and an attached staple remover. It uses full ¼"-leg staples, sells for $3.25 (slightly higher in the west). **For More Information Circle No. 140.**

BALLPEN REFILL

Micropoint, Inc., Sunnyvale, Calif., has been granted a basic mechanical patent on its universal-type Fills-Any ballpen refill. The patent relates to the annular groove

tube, dual-sleeve break-off mechanisms and equivalents of these mechanical features which permit Fills-Any refills to fit over 183 popular ballpens presently on the market. V. H. Barnes, Micropoint president, designed and engineered the Fills-Any refill five years ago. When it was perfected, he organized Micropoint to market it. **For More Information Circle No. 107.**

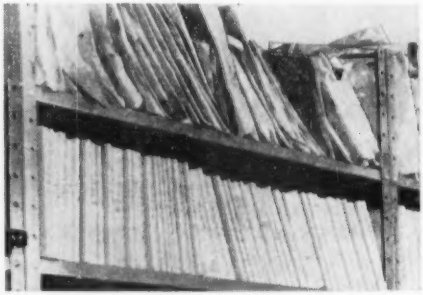
LAYOUT & CHART KITS

Labelon Tape Co., Dept. O, 450 Atlantic Ave., Rochester 9, N. Y., makes Graph-A-Plan materials for making charts and layouts. Five catalogs on the system, which also serve as instruction manuals for making a wide selection of charts and layouts, are: Statistical Charting, Office Layouts, Plant Layouts, Organization Charts, Process & Flow Charts. Each manual includes a description of the

Graph-A-Plan system, detailed instructions for layout and charting, and a list of Graph-A-Plan materials available. The Graph-A-Plan system is a complete line, made up of over 500 items and requiring no additional materials. It includes pie chart materials, plastic Plangrids on which charting and layout materials are applied, and compact Graph-A-Plan Kits containing all necessary materials for various fields of charting and layout so that anyone can construct easy-to-understand, professional appearing charts and layouts at low cost. Indicate manuals desired and **Circle No. 134.**

FILE WRAPPER

Sherman Paper Products Corp., 162 Oak St., Newton Upper Falls 64, Mass., makes an inexpensive wrapper for semi-active records. This is a Spot-Seal one-side coated kraft sheet which seals itself after



records are wrapped in it. The result is a neat custom fitting package with a square end for easy marking. A leading bank uses this method to store wills, deeds, abstracts and other documents, and has found it cheaper than kraft envelopes. For a free trial roll of Spot-Seal wrapper, **Circle No. 125.**

TIME-DATE STAMP

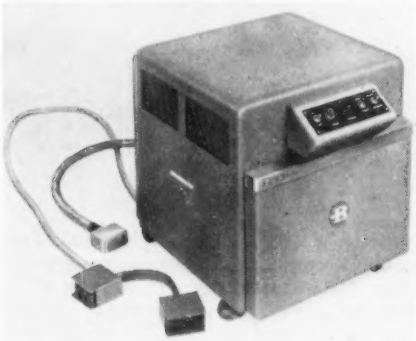
Roberts Numbering Machine Div., Heller Roberts Mfg. Corp., 700 Jamaica Ave., Brooklyn 8, N. Y. announces the

Model TDC Heller Roberts Time and Date stamp with clock face, typical of the improved line of time stamps, daters and

numberers which includes individual units for dating, numbering and recording both date and number. Each model comprises three balanced units: printing head, ribbon mechanism and electric drive, utilizing a new hammer method of printing with automatic self-aligning platens for crisp, clear impressions. Operation is by instantaneous paper-trip. Other advantages claimed for new Heller Roberts units are solid construction and fine engineering of details such as deeply engraved solid brass wheels and positive rachets. The modern free-flowing designs are offered in a choice of three colors. **For More Information Circle No. 104.**

PUNCHED CARD INPUT

ElectroData Div., Burroughs Corp., 460 Sierra Madre Villa, Pasadena, Calif., has developed a Punched Card Input Unit for the Burroughs E101 electronic computer to permit separate or intermixed data and instructions to be read into the desk-size



digital computer from information in punched cards. First deliveries of the compact device are scheduled for late this year. Its cost is $5500; rental is $175 per month. Cable-connected to the Burroughs E101 for simplified removal and hook-up, the unit is used in conjunction with modified versions of standard card key punches. Operator can choose whether data or instructions will be read directly from punched cards or taken from the key punch's keyboard. Instructions entered manually can be simultaneously punched into cards, allowing the programmer to prepare his program deck as he tests out the instructions. Initial control of the card unit comes from the E101's programming pinboards. Complete flexibility of card column selection is provided by the auxiliary program drum card which allows five different formats for direct use of data already existing in punched cards. Unit's speed is from 17 to 20 card columns per second, depending upon the key punch model used. Input to the E101 also can be accomplished through the optional Punched Paper Tape Unit. With the unit, computer provides punched card, paper tape and keyboard input. **For More Information Circle No. 133.**

PARTITIONS

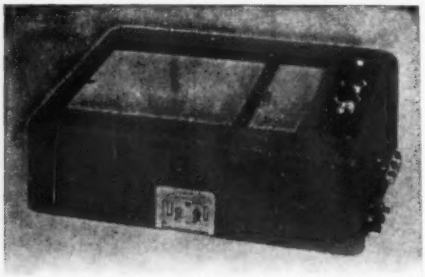
Mills Co., 980 Wayside Road, Cleveland 10, Ohio, announces an economical movable wall partition at an original installed cost comparable to plaster and similar conventional walls. Studies made by the company show that total savings exceed 35% in terms of initial costs, wall maintenance and floor layout changes over

varying periods of time and under a wide range of conditions. Mills Singline partitions have 3″ flush panels which form one clean, trim line at the joints. The 4″ high base and tight-fitting ceiling trim afford simple decorative lines for modern interiors. Panels are completely reusable and interchangeable, have built-in base and

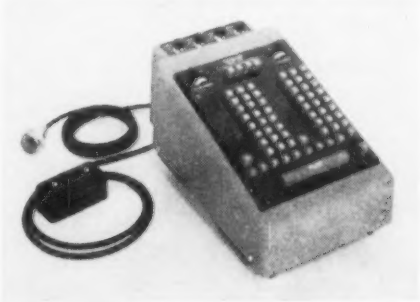
cornice wiring facilities for electric and telephone lines as well as full Fiberglas insulation between the panel walls to provide sound control qualities twice those of conventional walls. The rigid panel walls can be erected or changed quickly and easily with minimum disruption in work routines or services. Other Singline construction features include concealed posts or slender 2½" posts for steel and glass installations, self-seating integral glass molding and double-cam interlocking floor connections permitting adjustments on uneven floors to assure straight, tight joints. There are no visible fastenings, clamps, gaps or unsightly lines. Singline all-steel panels come in standard width from 6" to 48" in 6" multiples. Combination steel and glass panels range from a minimum of 12" to 60" in 6" modules. Basic standard heights are 7'3¾", 8'6" and 9'. Baked-on enamel finish, for easy maintenance, designer-selected colors. Doors and base can be finished in contrasting colors. **For More Information Circle No. 143.**

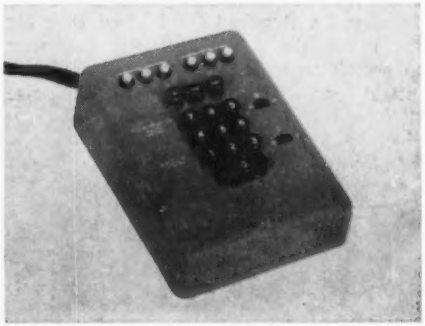
GRAPH PLOTTING MACHINES

F. L. Moseley Co., 409 N. Fair Oaks Ave., Pasadena, Calif., announces machines for the visual graph plotting and recording of data either by use of a manually operated keyboard, or automatically if the data is on punched cards



or punched tape. The visual display of data allows a quick look at a group of figures, making any irregularity or erratic values immediately apparent. Permanent records for cost analysis, production control, time study, inventory control, etc., are produced faster, easier and more accurately. Skilled personnel are relieved for more technical work. When data is plotted automatically and selectively from punched cards or tape, no special machine programming is required. Apparatus is specifically designed for handling data in any particular form. Manual input might





come from desk calculators, accounting or tabulating machines. Machine input might come from summary or reproducing punches, key punches, computers, or any machines producing punched tape. **For More Information Circle No. 131.**

STORAGE FILES

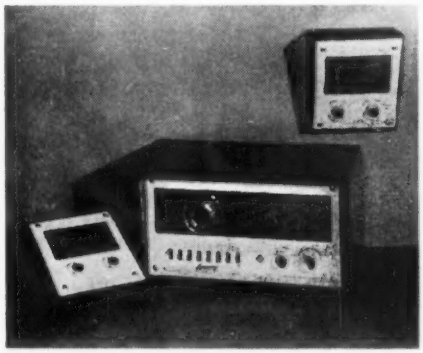
Paige Co., 114 East 32nd St., New York 16, N. Y., introduces the Miracle Box folding storage file for semi-active or inactive records. Economical Miracle Boxes have high stacking strength and patented automatic folding action. Boxes are shipped flat and can be popped open for use in two seconds with no stitching, stapling, gummed paper or special skills required. They can be flattened just as

easily when not in use and stored tidily until needed. Boxes can be re-used many times. Because the sides and bottom of Miracle Box are made of two layers of double-walled, heavy corrugated, they are strong enough to be stacked to the ceiling when full, without shelving. Telescoping

covers, which also can be flattened. keep contents clean and dust-free. While durable, Miracle Boxes are light in weight and have hand holes for carrying. Made in 12" x 15" x 10" size. Legal size papers are filed the 15" way and standard papers and file folders across the 12" dimension. **For More Information Circle No. 110.**

MUSIC-INTERCOM SYSTEM

Continental Manufacturing, Inc., 1612 California St., Omaha, Nebr., makes background music and intercom systems, for small offices, for approximately $90 to $180 depending on the number of remote stations. An office boy can quickly set the simple, three-wire Harmony system in operation. All intercom functions can be accomplished at the same time music is being played through the system. Each Harmony system consists of a master station with the desired number of remote stations. The master includes either an AM or an AM-FM radio and provisions for attaching a record changer. Attractive front panels consist of sand-tone vinyl plastic with contrasting copper-plated grill. Cabinets are made of solid ¾" wood and finished in walnut or limed oak. Two-way conversation can be carried on between any number or all the stations. Background music from radio or record changer can be played through any selected group of stations. Any station(s) can overhear or monitor activities at any other station(s).



Intercom alone may be used by turning off the radio. Normal conversation can be heard as far as 50 ft. from any station. Remote stations can be placed on a desk or mounted on a wall (wall-mounting plate is supplied) and each has a volume control with a privacy position and call switch. Master stations are supplied with 6 ft. cable and attached junction box for simple connection of wires at the baseboard. All components are U.L. approved. AM Master Station is $74.36; AM-FM Master Station, $99.59; Remote Station, $14.29. **For More Information Circle No. 145.**

PHOTOCOPY NEGATIVE PAPER

Peerless Photo Products, Inc., Shoreham, N. Y., has developed Bright-Light No. 1 negative paper which has increased resistance to fogging in bright sunlight and under high intensity fluorescent lights. A yellow pigment in the emulsion provides an extra shield against ultra-violet rays, but allows the light rays from the illumination source in a photocopy printer to pass through and do their work of faithfully du-

plicating the original document being copied. Exposure setting for copying is less critical, image density of the copy is greater and more uniform over the whole print area. Prints have higher contrast and consistently better quality. The paper can withstand brighter room light, so the operator has greater latitude in handling it and does not have to rush. The amount of exposure required is not affected and operators can still use the same dial-settings on the Dri-Stat machine to which they have grown accustomed. **For More Information Circle No. 173.**

PORTABLE FORMS REGISTERS

American Register Co., 510 East 1st St., Boston 27, Mass., introduces a portable forms register, the Pop model, to supplement their other portable and crank models. After writing a form, the operator uses a pencil as a starter to move the

form forward enough to provide gripper space for extracting and tearing off the completed set. Simultaneously, a storage drawer pops open automatically. If the drawer is not needed, a slight adjustment makes it inoperative. The Pop is made for four form widths: 4" to 4 5/16", 5½" to 5¾", 6½", and 8½"; for forms up to 8½" long. **For More Information Circle No. 108.**

PAPER CORRECTION FLUID

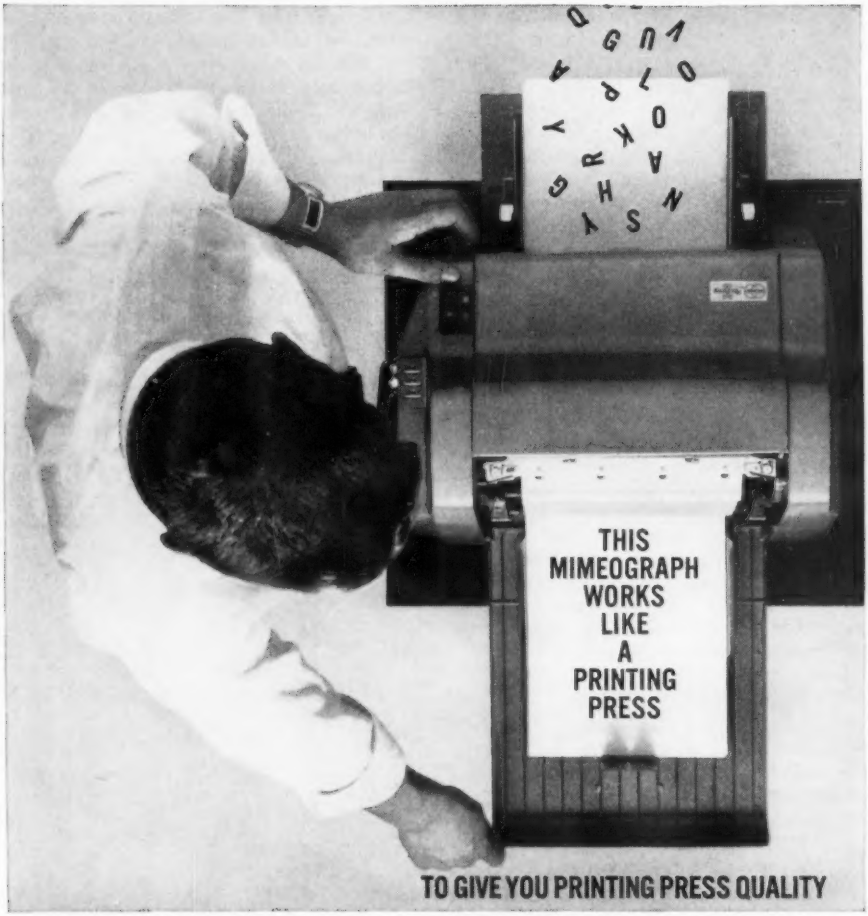
Mistake Out Co., 4618 Stigall, Dallas, Texas, offers Liquid Paper for correcting mistakes on paper without erasing. It comes in a dispensing tube and, when applied to paper, produces a permanent opaque resurfacing for retyping. Available at $1 a tube in white, canary and legal blue to match bond papers of those colors.

Can be supplied in any special matched color at $1.25 a tube. Also available in larger bottles. **For More Information Circle No. 129.**

ADDING MACHINE

Facit, Inc., 404 Fourth Ave., New York 16, N. Y., announces the Model H9S-5 10-key, hand-operated Odhner adding machine, designed especially for portability,

ease of operation and simple servicing. It is precision manufactured with a minimum of parts to facilitate easy maintenance, and has operational features usually found



TO GIVE YOU PRINTING PRESS QUALITY

Using paste ink, automatically fed to rollers from an ever-sealed, disposable cartridge, the **BDC Rex-Rotary M-4** makes the kind of sharp, clean impressions you get from a printing press. And since the old-fashioned leaky drum and liquid ink are eliminated, the operator stays as clean as the copy. It's good business to make a good impression. The BDC Rex-Rotary M-4 makes the best impression. Send for free portfolio: "The Work and the Wherefore of the M-4."

BDC

BOHN DUPLICATOR CORP.
444 Fourth Avenue
New York 16, New York

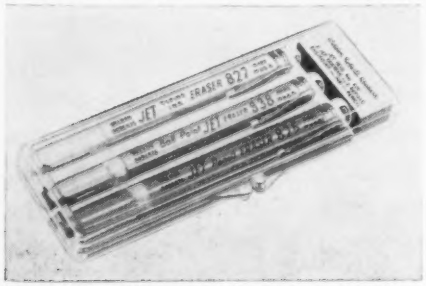
Fully automatic, electric and only **$345** PLUS F.E.T.

For More Information Circle No. 218

on higher priced automatic adding machines. With nine figure total capacity, the machine is available in an attractive two-tone gray color, weighs 11 lbs. and retails at $129.50. Engineered for silent operation, the compact Odhner has a 10-key Sundstrand keyboard, for operating comfort, including easily accessible, finger-fitted keys, slanted at an angle toward the operator, and a full-length zero key. A combination repeat-correction (R-C) key is used for multiplication and to clear the mechanism at the same time. Another two-in-one key for totals and sub-totals reduces strokes. A subtraction key makes possible simplified procedure for direct subtraction. Like more expensive electric Odhner adding machines, working parts are of high quality Swedish steel, very durable and require little servicing. Other advantages include: light key touch permitting greater operating ease; automatic ribbon reverse and simplified ribbon change; recessed paper roll flush with back of machine; rubber suction feet to offset machine's lightness and keep it stationary during operation. **For More Information Circle No. 116.**

ERASER SET

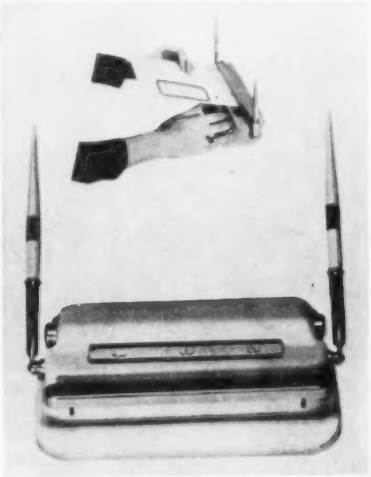
Weldon Roberts Rubber Co., 365 Sixth Ave., Newark 7, N. J., makes the Jet Trio No. 800 Eraser Set for practically all erasing requirements. The package contains one each of Weldon Roberts Jet Erasers



Nos. 827, 838 and 825. Each of these cylindrical stick erasers is contained in a transparent plastic holder, about fountain pen size, with a pocket clip. The tip unscrews so the eraser can be moved outward. There is nothing to get out of order. The No. 827 Jet Eraser has a core of gray rubber for erasing ink and typewriting. The No. 838 Ballpoint Jet Eraser has a green rubber core for erasing ballpoint ink and lead, and India ink. The No. 825 Eraser has a red rubber core for pencil erasing and cleaning. The three Jet Erasers with an eraser refill comes in an attractive, transparent plastic case, ideal for desk use and for carrying about. It offers the proper rubber texture to best achieve a given erasing requirement. **For More Information Circle No. 139.**

ENVELOPE OPENER

New Canaan Engineering Co., Box 53, Springdale, Conn., announces the Tyblo Letter Opener which can be operated with either right or left hand and trims 1/16" off envelopes without damaging contents. Cuttings are collected in the base for simple disposal. Unit is made of welded steel,



rust protected; measures 4" x 8" and weighs 2½ lbs. Cutting blades are heat treated and precision ground for smooth, easy cutting. A Secretette model has two ballpens in holders. Finished in black, green, gray or brown with decorative chrome or brass trim and non-marking, non-skid rubber feet. The Tyblo lists at $34.50; the Secretette at $37.50. **For More Information Circle No. 153.**

Masterpieces

To all the world the name Stradivarius means perfection in the art of violin making. The genius of Stradivarius and his dedication to his craft created the world's most cherished violins; masterpieces that have remained unrivalled and unchallenged for centuries.

. . . of Fine Business Papers

The ALL NEW

Atlantic Bond

Genuinely watermarked for better printing impressions

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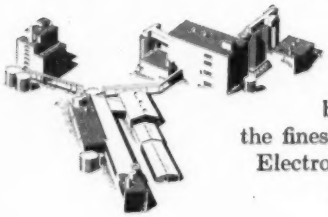
EXCELLENCE IN FINE PAPERS

NEW PULPS • NEW SHADE • NEW PACKAGING

The ALL NEW Atlantic Bond is the Genuinely Watermarked Bond with the Substance Weight, that lends dignity and charm to the finished printed product. You will find this sheet of Atlantic Bond superior in finish and dimensional stability with excellent erasure qualities . . . a masterpiece by Eastern in the paper making art. Atlantic Bond is a modern business paper, made from fine pulps, in the finest and most modern mill in the industry, Electronically controlled Atlantic Bond assures you uniform quality for today's modern high-speed presses.



EASTERN CORPORATION, Bangor, Maine • Mills at Brewer and Lincoln, Maine

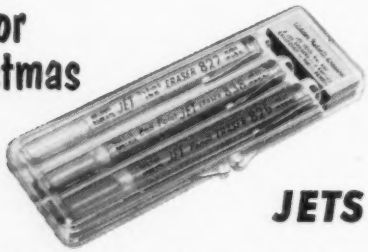
For More Information Circle No. 265

COPY SCOPE

Heyer Corp., 1821 S. Kostner Ave., Chicago 23, Ill., announces the Superscope for copy preparation for all duplicating processes. Designed by the Heyer engi-

neering department and styled by Jean Otis Reinecke, this scope provides the proper surface and light for drawing, lettering, ruling and writing on all stencils, spirit and gelatin masters and paper offset plates. It also serves as a light table for retouching negatives, etc. The Superscope is portable, easy to handle, folds compactly for convenient storage, and is accompanied by an attractive display-storage carton. It can be used in a standing position with all four legs extended, or in a comfortable seated position with front legs folded to support it at the best working angle. The adjustable light can be placed in any position over or under the glass surface. There are a clear plastic sliding, locking T-square, and spring steel clamps that hold any make stencil, master or paper offset plate, leaving both hands free. Both light and T-square lock firmly in position. The 10″ x 18½″ ceramic coated diffusing glass accommodates 9″ stencils or standard U. S. sizes interchangeably, spirit and gelatin masters and paper offset plates up to 10″ wide. The Superscope is equally usable for general drawing, tracing and offset negative opaquing and retouching. **For More Information Circle No. 172.**

for Christmas



THE GIFT IDEAL

the complete "JET TRIO" NO. 800 for all erasing

JETS IN SETS

No. 827 Jet. Gray rubber for erasing ink and typewriting.

No. 825 Jet. Red rubber for pencil erasing and cleaning.

No. 838 Ball Point Jet. Green rubber for erasing ball point ink and lead, and India ink.

EACH IN INVITING, CLEAR PLASTIC HOLDER WITH POCKET CLIP.

Complete with one refill for each texture. In attractive, transparent plastic desk & carrying case.

WELDON ROBERTS RUBBER CO.
365 Sixth Avenue, Newark 7, N. J.
World's Foremost Eraser Specialists

Weldon Roberts Erasers
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For More Information Circle No. 363

MONARCH

Only from MONARCH . . . the first New Look in the packaging of paper fastening devices in 50 years!

Look for the new POLKA DOT PACKAGE

The complete Monarch line by Vail, now in packages color-keyed for quick identity . . . faster storing . . . new beauty—at your stationer's now!

Now—look for the same fine Monarch clips, pins, staples and fasteners in the first completely new package design in the paper-fastening industry!

Colorful, distinctive, practical, packages come in different colors, keyed to the kind of fasteners inside. Monarch's new Polka Dot design (and new-look lion trademark, too) are symbolic of the years-ahead leadership of Monarch products, your guarantee that when you buy Monarch, you buy the finest fasteners made.

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For More Information Circle No. 290

SAVE MONEY
TIME and LABOR
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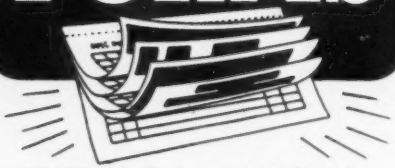
NEW ELECTRONIC HOT WAX PROCESS
SPOT CARBONIZING
OF YOUR OFFICE & BUSINESS
FORMS



SPOT CARB is applied directly to back of each sheet in any size or shape. Clean, non-smudge. Eliminates necessity of carbon interleaving. Possibilities of simplification and savings are practically unlimited. Perfect for all forms — from small, receipts to large accounting forms — single or multiple sets. Our complete plant handles printing, spot carbonizing, binding. Contact us direct for details, or call your regular supplier. Ask for free SPOT CARB samples and booklet "How to save with SPOT CARB."

SPOT CARB

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Send samples of SPOT CARB forms and free booklet "How to save with SPOT CARB"

FIRM .....

ADDRESS .....

SIGNED .....

For More Information Circle No. 364

ADDING MACHINES

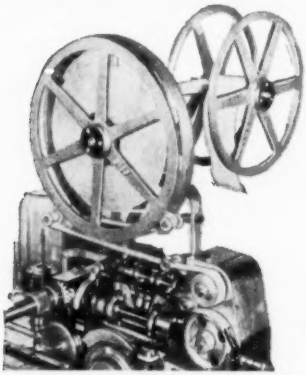
National Cash Register Co., Dayton 9, Ohio, makes the Economy line of adding machines to complement the regular line of National adding machines which features Deluxe models with National's Live Keyboard. The following models are in the Economy line: A 10-column electric with addition and subtraction; An 8-column

electric with addition and subtraction; An 8-column hand-operated with addition and subtraction; A 6-column straight adder with 7-column total. All models are equipped with large answer dials, barrel-type keys and stair-step keyboard. Rugged-duty construction is used throughout. Each National machine carries a full year's guarantee. **For More Information Circle No. 144.**

LABELING MACHINE HEAD

Cheshire, Inc., 1644 N. Honore St., Chicago 22, Ill., announces the Model R4600 Labeling Head for handling all labeling tapes in use, on their Model C or other Labeling Machines. This patented unit is a light-duty dual head equipped with solenoid throwout to prevent misses and lost labels. A versatile time-and-money saver, the R4600 will apply wide strip and tape strip labels interchangeably. Although introduced for use with the Model C Cheshire (for labeling newspapers, magazines and catalogs at speeds from 5000 to

15,000 pieces per hour), it can be mounted on other Cheshire or competitive units, single book trimmers, wrapping and mailing machines where labeling is a part of the operation. The vacuum paste container



is within easy reach for refilling without stopping the Model C in its fully automatic operation. For full details, or for a survey of your operation to determine which head best suits your requirements, **Circle No. 130.**

CONTROL BOARD

Conley, Baltzer & Steward, 494 Jefferson St., San Francisco 9, Calif., offers an improved version of their Rol-a-chart visual control board which provides 8 sq. ft.

of scheduling space, yet occupies an area only 25″ x 25″. A holder is also provided at the top of the board for marking pencils used for making entries on the mov-

Bud ®

TYPEWRITER TYPE CLEANER

ASK YOUR Office Supply or Typewriter Man To Demonstrate

BUD

PINK PLASTIC PUTTY

that pulls the dirt out of typewriter type rather than washing it into the machine

Easy as 1, 2, 3!

1. Flatten the putty by pressing very firmly.
2. Press it on all of the type. Do not rub.
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NO MESSY LIQUIDS to remove nail polish, spot or spatter clothes.

NO HARMFUL FUMES to cause headaches or colds.

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Retails for 50¢ each

Dealers—write for sample and cost

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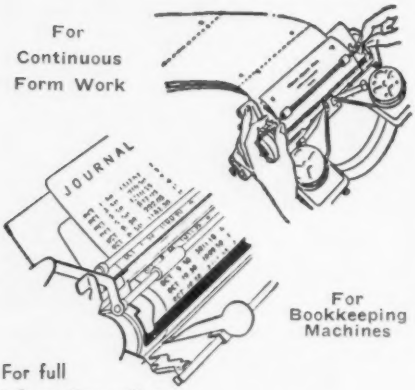
For More Information Circle No. 365

Dupli-Typer Ribbon Attachments Make INKED Copies

Increase Production—Reduce Costs

For Continuous Form Work



For Bookkeeping Machines

For full information write:

DUPLI-TYPER CO.

456 Fourth Avenue, New York 16, N. Y.

For More Information Circle No. 367

SORTING SIMPLIFIED with the *Kohlhaas* VERT-A-SORT

- *Fast*
- *Accurate*
- *Easy-to-Use*
- *Inexpensive*

Increase sorting efficiency and production with the easy action VERT-A-SORT. Speeds sorting of accounts receivable and payable, checks, invoices, etc. In a variety of sizes, indexed to your needs. Write for complete details.

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For More Information Circle No. 368

able, transparent plastic sleeve which moves over a fixed grid at the touch of a finger. By moving the sleeve, time can be instantly visualized either past or future. Entries are erased by wiping off with a soft cloth. Over 50 different types of businesses and industries, from hospitals to airlines, are using Rol-a-charts. **For More Information Circle No. 152.**

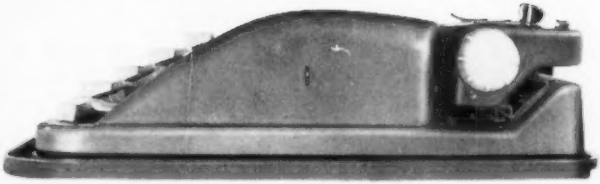
BOOKCASES

Hale Industries, Inc., Herkimer, N. Y., makes the Series 1100 Bookcases in three designs: the Premier, with tapered brushed brass legs; the Winthrop (illustrated), featuring shaped wood legs, and the New Yorker, with box-type base. Ideally suited to end-to-end or back-to-back groupings, and ruggedly constructed to take daily

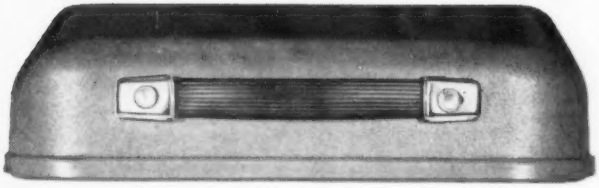
use in the office. These reasonably priced contemporary bookcases can be used instead of custom built pieces. All cases are hand polished genuine walnut with fully adjustable shelves 36″ wide and 11¾″ deep. The Premier and Winthrop groups are available in 30″, 36″ and 48″ heights while the New Yorker comes in heights of 30″ and 36″. **For More Information Circle No. 170.**

from
any angle
your
best buy

COLE
PORTABLE

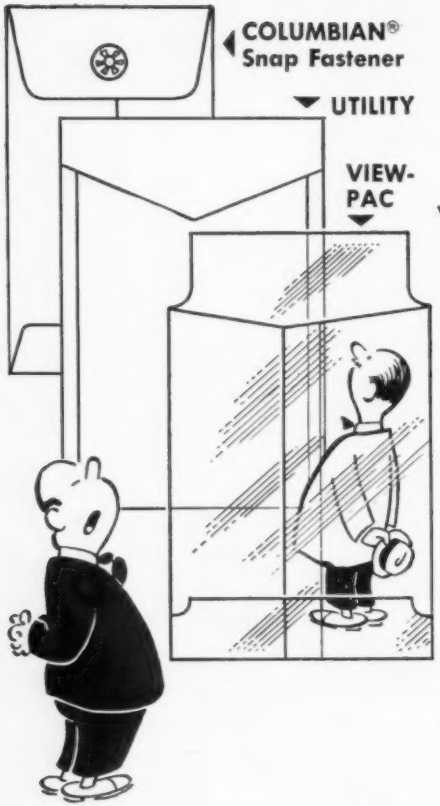


Professional writers like Quentin Reynolds and Kenneth Banghart choose Cole above all other portables, because only Cole has all the important features they demand in a typewriter . . . Mist Green, Desert Sand or Cole Gray. Complete with matching carrying case . . . only **$94.50** plus tax.



COLE STEEL OFFICE MACHINES, INC. • Affiliate of Cole Steel Equipment Co., Inc. • 415 Madison Avenue • New York 17, N. Y.

For More Information Circle No. 311



"It's easy to see why so many U.S.E. Envelopes are used for Packaging."

It's because U.S.E. makes such a terrific variety of envelope styles. For example:

There's the Columbian Snap Fastener Envelope for small parts, tools, etc. You open the envelope, take out an item and *snap* the envelope shut again. You can do this easily and quickly over and over without breaking the fastener.

Then there's the Utility Envelope for maximum color printing impact. It is easily printed on both sides, during the folding operation, 'cause its seams are on the edges out of the way. Many sizes, papers, and colors available.

There's also the hundreds of styles and sizes of U.S.E.'s transparent envelopes and bags. Made from a variety of films with a choice of sealing methods, printed in beautiful colors.

These are only three of the many, many, suggestions to be found in the U.S.E. Selector Chart — free on request. Pin this ad to your letterhead and mail it to the Advertising and Sales Promotion Department.

O-7

UNITED STATES ENVELOPE COMPANY

Springfield 2, Massachusetts . . . 15 Divisions from Coast to Coast. U.S.E. makes more envelopes for more people to use in more ways than any other manufacturer in the world. Also Paper Cups, Transparent Containers and Linweave Quality Papers and Envelopes.

For More Information Circle No. 299

PARCEL POST SCALE

Detecto Scales, Inc., 540 Park Ave., Brooklyn 5, N. Y., makes the Detecto Post-O-Meter Scale for all fourth class mail including books and literature. The parcel is placed on the platform and the correct zone selected by pressing the proper key.

The dial is easily visible and cannot be obstructed by a package regardless of its size. A hairline indicator automatically gives the exact rate for each zone, illuminated by a built-in light. Designed for speed and accuracy, the capacity of the new Post-O-Meter is 2 ozs. x 70 lbs. **For More Information Circle No. 156.**

STENO TEST RECORDINGS

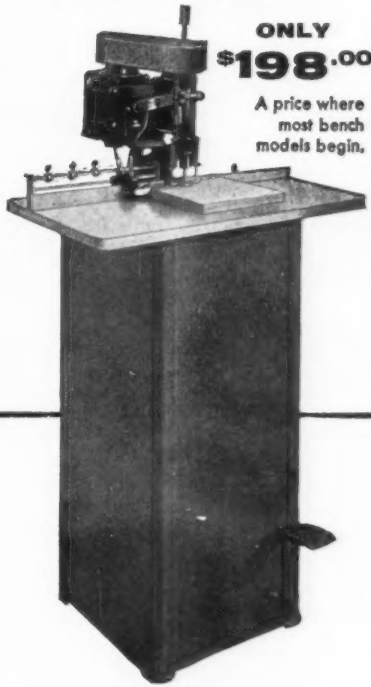
Record-Speed Co., 1 Vanderbilt Ave., New York 17, N. Y., offers CBS vinyl 45 rpm records which allow personnel managers to quickly test job applicants' steno-

graphic speeds from 60 wpm through 100 wpm. Covering the various requirements of six different fields (sales, accounting, engineering, insurance, legal and general

Your operator can feed stock with both hands with this Foot-Control Floor Model

Spinnit

PAPER DRILL



ONLY $198.00

A price where most bench models begin.

Faster workflow. Positive 2-hand control of stock. Ideal for women operators. A real bindery drill.

Write us for details.

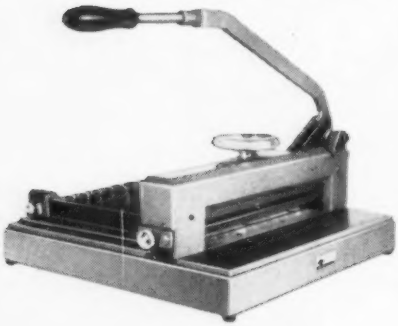
LASSCO PRODUCTS, INC.
485 Hague St. • Rochester 6, N. Y.

For More Information Circle No. 369

FOR OFFICE, BOOKKEEPING AND DUPLICATING DEPARTMENTS

'Triumph'

the precision Paper Cutter low-priced and easy to operate



For every business: Banks, hospitals, insurance companies, industrial organizations with duplicating departments, stationers, photo finishers, small printers, lettershops, mimeograph, offset shops, advertising agencies, schools and colleges.

MICHAEL LITH sales corp.
Dept. 621
147 West 45th Street, New York 36, N.Y.

● Write for Profitable Dealership Plan.

For More Information Circle No. 356

STAND-BY THE VERY BEST VALUE IN COPYHOLDERS

- Patented Knee-Action Grippers Hold All Copy Securely
- Sturdy All-Metal Construction
- Rubber Feet Prevent "Creeping"

9"W x 12"H 16"W x 12"H 9"W x 16"H

$6.95 FOR REGULAR SIZE

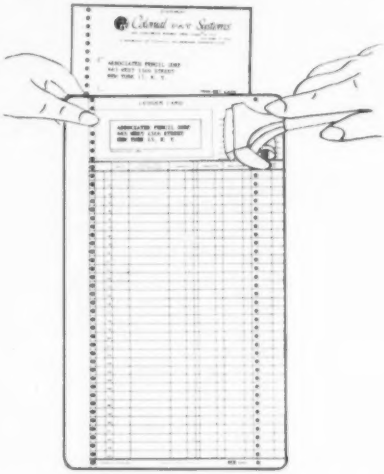
CURTIS-YOUNG CORPORATION
Copyholders • Duplicating Supplies • Carbons • Ribbons
110 W. 18 Street New York 11, N.Y. • Cable CURTYOUNG

For More Information Circle No. 370

business), the series of six records each contain 15 minutes of letter text with the most frequently used expressions in each field. A printed checking copy of the transcription is supplied with each recording. This makes it simple to determine the accuracy and speed of the applicant. Records are $5 each or any combination of five records for $20. **For More Information Circle No. 126.**

ACCOUNTS RECEIVABLE SYSTEM

Colonial Pay Systems Div., Colonial Salesbook Corp., 199 Lafayette St., New York 12, N. Y., makes the Econ-O-Rite Accounts Receivable System designed to lower record keeping costs. Only one unit, the Align-O-Binder, is required. Statement,



accounts receivable ledger card and journal are prepared simultaneously. The one-writing principle assures accurate, up-to-date records with no rush at month's end to get out statements. Statements, letters to customers and envelopes can be addressed from the ledger cards, without retyping, with spirit process Colonial Dupli-Labels which have adhesive backing for easy substitution without damaging ledger card. The system also uses No Carbon Required paper. For descriptive literature, **Circle No. 195.**

Teletype saves man-hours

. . . or girl-hours, as the case may be. Both are too valuable to spend on duplicated effort.

Save Your Time. In business and industry, everywhere, Teletype machines are the center of more efficient communication plans. You can tie in as many or few offices as desired, give all multiple copies—simultaneously. Or tie in several departments of the main office—accounting, production planning, shipping, etc. All can get the information they need . . . on a roll of page printer paper or marginally punched business forms.

Save Clerical Time. A single typing can deliver copies at any number of receiving points and provide copies at the point of origin for routing, checking, filing—all with no duplicated effort. And—the single typing reduces possibility of error, inherent in recopying.

Model 28 is Years Ahead. The new Model 28 machine is designed to "cruise" at 100 words per minute speed. It is attractively styled, quiet in operation.

Inside is a versatile Stunt Box which serves as a "robot brain". Responding to keyboard or line signals, it can actually expand the machine's uses for non-typing tasks of every description.

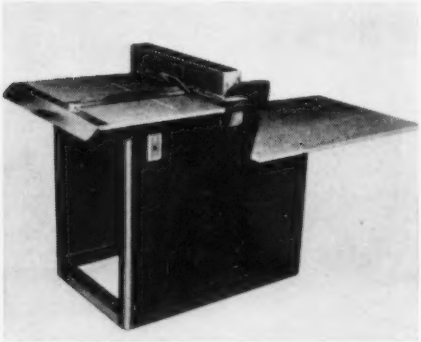
For a free booklet, write to Teletype Corporation, Dept. 30 K, 4100 Fullerton Ave., Chicago 39, Illinois.

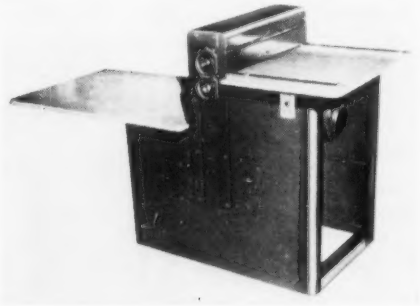
TELETYPE®
CORPORATION
SUBSIDIARY OF *Western Electric Company* INC.

For More Information Circle No. 276

PACKING MATERIAL CONVERTERS

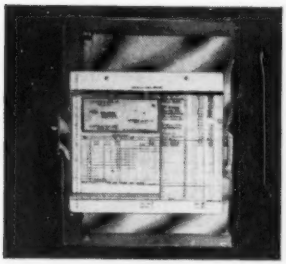
ComptoPak Div., Comptometer Corp., 1724 N. Paulina St., Chicago 22, Ill., makes the ComptoPak Cutter which converts salvage cardboard and corrugated cartons into multi-size sheets according to packing needs. Incoming packing material disposal becomes a profitable activity and there is reduction in purchases of new wrapping material for shipping. The ComptoPak Crimper processes the cut corrugated sheets into reusable, strong but pliable crimped corrugated wrapping and packaging material, at no additional cost. Wrapping output is speedier and more efficient through use of pre-determined, cut to size crimped packing. Less storage space is required and increased shipping protection results from the inherent strength of the crimped corrugated boards. Easy to handle

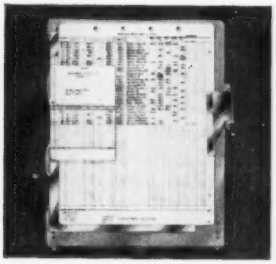


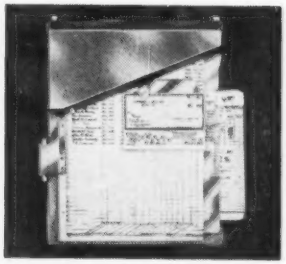


For More Information Circle No. 366

Low-cost way to modern accounting methods







McBEE GENERAL RECORDS POSTER

So versatile, it's the only unit you need to handle payables, receivables, payroll —and other accounting jobs.

Here, in just a single compact tool, you'll find everything you require to simplify – and mechanize – your accounting. Flexibly, economically, without specialized personnel. The new McBee General Records Poster eliminates repetitive writing – can slash your paper-handling costs by 60%. With greatest speed and accuracy. In small and medium-sized firms . . . in larger, decentralized companies, too.

Your nearby Royal McBee Data Processing Representative will be glad to demonstrate the new General Records Poster – as well as other Royal McBee machines and methods for *cutting automation down to size.* Phone him, or write Royal McBee Corporation, Data Processing Division, Port Chester, N. Y., for illustrated brochure S-533.

ROYAL McBEE · *data processing division*

NEW CONCEPTS IN PRACTICAL OFFICE AUTOMATION

For More Information Circle No. 262

ESTEY SHELF FILES

For Every Filing Need there is an Estey Shelf File!

DESIGNED FOR FILING

"Estey" means construction and design to file your records in half the floor space, faster, more easily and at less cost. Your records are more accessible, more easily located (and re-filed). Your existing filing system fits instantly into Estey Shelf Files!

Write for Brochure #575

ESTEY

CORPORATION

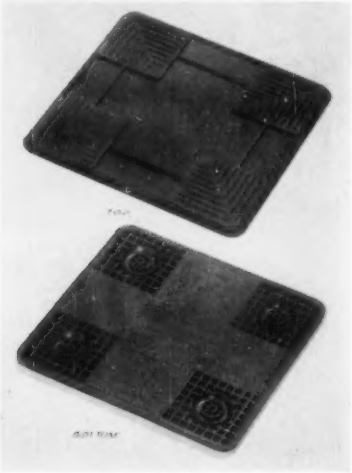
350 Broadway, New York 13, N.Y.

For More Information Circle No. 371

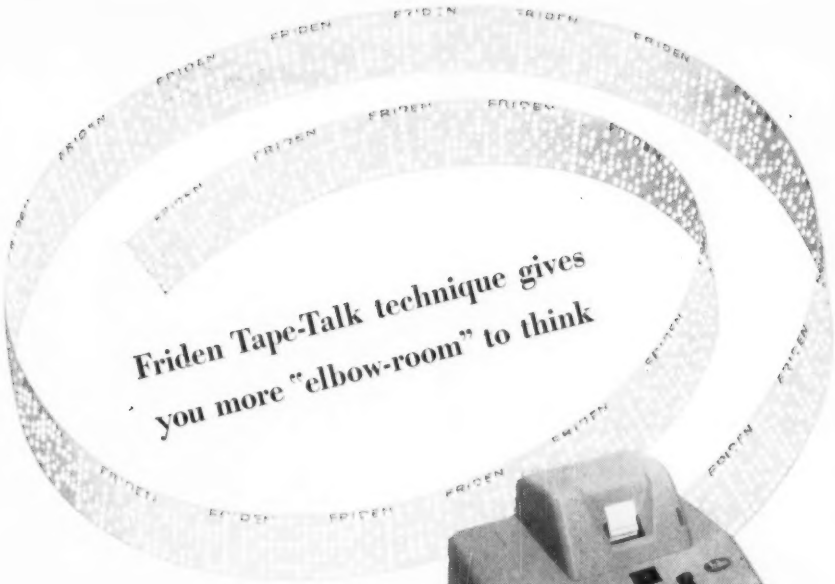
and cut to proper size. The high-speed blades of the cutter slit material into strips or sheets up to 24" wide, two thicknesses in one operation. The machine works quietly and creates no objectionable paper dust. The crimper's rollers, under heavy pressure, finish the sheets into tough crimped corrugated that is easily folded, rolled or bent. The pre-cut crimped material is ideal for inner wrap, outer wrap and carton liners. Fragile articles or odd-shaped, difficult to pack items are easily and safely packaged for shipment. For 32-page booklet illustrating packaging wraps of all types from furniture to small parts and accessories, and from soft goods to fragile glassware, **Circle No. 175.**

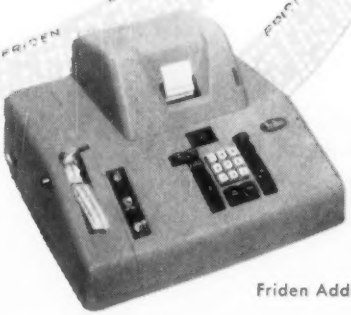
TYPEWRITER PAD

Mitchell Rubber Products, Inc., 2136 San Fernando Road, Los Angeles 65, Calif., introduces the Sta-Rite, an effective, clean, long wearing typewriter pad. It is made of pure, live rubber to give a soft



yet firm base, and designed to eliminate creeping, slipping, noise and vibration caused by ordinary typewriter action. Standard size is $1.98 and the electric typewriter size is $3.49 in choice of four colors: gray, green, blue and black. **For More Information Circle No. 176.**




Friden Add-Punch

IN ANY SIZE office, in business of every kind, key people accomplish more when freed from the tyranny of repetitious big-volume jobs...

Thus your firm can grow and profit with the *extra time* provided by Friden automatic Tape-Talk machines. From data origination to interpretation to filing ...Friden machines process office paperwork automatically with *punched paper tape*. Office drudgery goes out as this Friden technique comes in!

You can't afford not to be curious! Call your nearby Friden Man or write Friden, Inc., San Leandro, California... sales, instruction, service throughout U.S. and the world.

SELECTADATA® Automatic tape reader-selector-sorter

TELEDATA® Automatic tape transmitter-receiver

COMPUTYPER® Automatic tape billing department in one desk

FLEXOWRITER® Automatic tape writing-accounting machine

JUSTOWRITER® Automatic justifying type-composing machine

AUTOMATIC INPUT-OUTPUT MACHINE

ADD-PUNCH® Automatic code tape adding-listing machine

Friden fully automatic Calculator — *The Thinking Machine of American Business*

Friden *Natural Way* Adding Machine

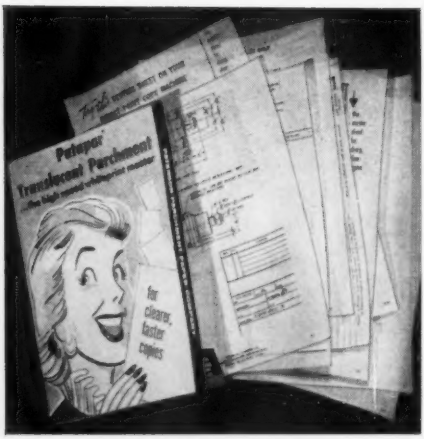
Friden Mailroom Equipment

Friden Creates A New World For Business

Friden *has the System*

© Friden, Inc.

For More Information Circle No. 302



Want clearer copies from your

DIRECT PRINT COPY MACHINE?

You'll get them with Patapar Translucent masters

SEND FOR FREE TESTING SAMPLES

Patapar Translucent Parchment masters assure copies that are consistently sharp and true. Patapar's high degree of translucency permits superfast transmission of the ultraviolet rays. There is no diffusion. The result is fast reproduction and utmost clarity.

Furnished in various weights including rigid card stock. Specially designed for Bruning, Ozalid and other diazotype copying machines.

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Patapar®

TRANSLUCENT PARCHMENT

PATERSON PARCHMENT PAPER COMPANY
Bristol, Pennsylvania
Sales Offices: New York, Chicago
West Coast Plant: Sunnyvale, California
Headquarters for Vegetable Parchment Since 1885

For More Information Circle No. 372

DICTATING MACHINE

Scribe Distributors Co., 6949 W. North Ave., Oak Park, Ill., announces the Model SI 50 Scribe magnetic tape dictating machine, a combination recorder-transcriber with all controls on the microphone: start, stop, rewind, record, play back and error correction. It records on Mylar high fidelity tape, which comes in a Scribe Pak magazine and need not be threaded or handled. Tape is reusable and a magazine provides 30 minutes of dictation. Tape can

be played back through a 4″ built-in speaker, the Miracle Mike, an earpiece, or a special headset for a stereophonic effect. There is a two-bar foot pedal for transcribing. This reengineered Scribe model is simplified for easier servicing and has other features including fast forward and rewind controls, instant stopping in forward or reverse, automatic standby, illuminated timing dial calibrated in .quarter-minutes with warning bell, fan cooled and sturdy construction. Machine is 13″ x 13″ x 8″, priced around $300. **For More Information Circle No. 136.**

OFFSET PRINTING INK

Van Son Holland Ink Corp. of America, Mineola, N. Y., has added 20 colors to the Quickset printing ink line which brings the total number of colors up to 70, most of which are available in handy dispenser cartridges. Quickset colors are used on both

3 styles of STANDARD ROL·DEX

for fast, economical record handling

records roll to the clerk!

Rol•Dex, Jr.
Model RS-53

SMALL volume record handling. The Rol•Dex, Jr. – only slightly larger than a wheel file, has the advantages of much faster filing-greater capacity-variety of card sizes in the same unit-availabilty of records to outside reference. Designed for 2,000 to 12,800 records.

MEDIUM volume record handling. Up to 35,000 tab cards in Model RL-73. Other models for 5"x3" and 6"x4". A compact work center with rolling work shelf for the seated clerk.

LARGE volume record handling – extra filing space in the RC-Series. Will house tab cards (horizontal or on end) 8"x5" cards; 6"x4" cards, 5"x3" cards and MIB (2¼"x3") cards.

Model RC-73

Send coupon for free literature

Pat. and Pats. Pending

WATSON MANUFACTURING COMPANY, Inc.
Rol•Dex Division, Dept. O-2, Jamestown, N. Y.

Please forward literature on ROL•DEX Standard Units

Name _____ Title _____
Company _____
Street _____
City _____ State _____

For More Information Circle No. 355

BUSINESS COURSE

PROGRAMMING

COMPUTERS

ELECTRONIC COMPUTERS ARE HERE

Learn to apply them

- Electronic Computers require new systems and procedures.
- Electronic Computers require a new look at established practices.
- Electronic Computers require trained personnel at all levels.
- Electronic Computer programming and applications can be studied on the job or at home with a

HOME STUDY COURSE
designed for
inexperienced people, developed by Business Computer Experts.

A practical Workshop Approach.

Write for Free Brochures:

BUSINESS ELECTRONICS INC.

Computer Dept.

420 MARKET STREET
SAN FRANCISCO, CALIF.

For More Information Circle No. 373

Staple hard to get at spots easily with

NEW "SIDE SADDLE STAPLER".

Curve of pocket size machine gives you long reach.

$4.95 **IDEAL GIFT**

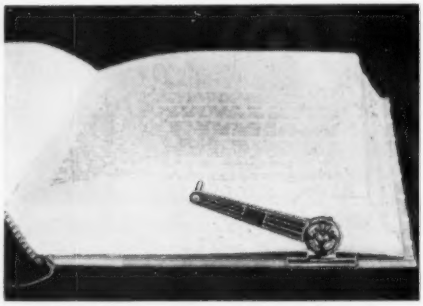
LANSDALE PRODUCTS CORPORATION
BOX 368 LANSDALE, PA.

For More Information Circle No. 374

offset and letterpress equipment. For color book showing the new colors, **Circle No. 155.**

BOOKMARK

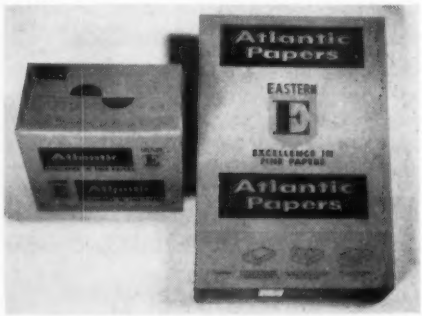
Jayo Perfect Bookmark, Inc., 146 West 46th St., New York 36, N. Y., makes the Perfect Bookmark which keeps the reader's place automatically no matter what



position the book may be in. It will not tear or mark thin pages and allows one-hand reading. Fits all standard hardcover books. Nickel plated, it sells for $1. Gold plated in gift box, $2. **For More Information Circle No. 202.**

PAPER PACKAGING

Eastern Corp., Bangor, Me., announces that all new Atlantic Papers are going to market in newly designed printed cartons.



The convenient, easy to open, Flip Top Carton as well as the Junior Carton are attractively designed and visually exciting. They carry out Eastern's motif of orange and green with the family resemblance to

See them at the National Business Show—Booths B and C—Section 106

NOW...OFFICE DUPLICATING IS EASIER
and more foolproof than ever

1493 Authorized Dealers across the U. S. A. and Canada offer these amazing new Conquerors . . . now better than ever with these important operating improvements, the result of Heyer's 55 years of duplicator know-how.

Many other outstanding features such as Copy Positioner Control, Nylon Gears, Visible Fluid Supply. Sure Fluid Control (no pumps), and Automatic Start-Stop on electric Conquerors offer a combination that's unmatched. Don't confuse them with photocopy machines . . . Conqueror Duplicators print 110 clear, sharp copies *per minute* . . . in 1 to 5 colors *at once* . . . of anything typed, drawn or written on a spirit master . . . *at a fraction of a cent per copy!*

MODEL 70—Hand Operated with all features except electric drive..... **$214.50***

MODEL 76A-Electric, Automatic Start-Stop (illustrated)..... **$299.50***

MODEL 76B-Automatic Electric with 11" and 14" cylinder stop selector... **$324.50***

*Plus F.E.T. Prices slightly higher in Canada

4 MAJOR ENGINEERING ADVANCES
AT NO INCREASE IN PRICES

(1) **New Feed Table**
Advanced design eliminates side rubbers and tricky adjustments.

(2) **Improved Counter**
Direct gear drive—greater accuracy, top visibility, easy to re-set.

(3) **Adjustable Feed Wheels**
—grip paper firmly at outer edges, give positive performance.

(4) **Feed Tension Control**
—assures non-skip feeding—thin papers to post card weights.

The HEYER Corporation, 10-58
1821 S. Kostner Ave., Chicago 23, Ill.

☐ Send Free Brochure on Heyer Mark III Conqueror Duplicators

☐ Arrange Free Demonstration

NAME_____

COMPANY_____

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CITY_____ ZONE____ STATE_____

For More Information Circle No. 275

TRU-SITE®

NON-GLARE GLASS TOPS

Now!

Work All Day Long Without Annoying Eye-Strain!

IT'S ALMOST INVISIBLE GLASS WITHOUT GLARE...

Eye-strain, eye-strain headache . . . that's what you get when you sit behind a desk with an annoying, light-reflecting glass top. But what a restful change Tru-Site makes! Tru-Site *non-glare glass top ends* eye-strain as it stops annoying light reflection . . . protects the top of your desk with an almost invisible glass. See the wonderful difference Tru-Site makes on YOUR desk.

Write today for a visual Tru-Site demonstration without cost or obligation.

DEARBORN GLASS COMPANY

6600 SOUTH HARLEM AVENUE, BEDFORD PARK, P. O. ARGO, ILLINOIS

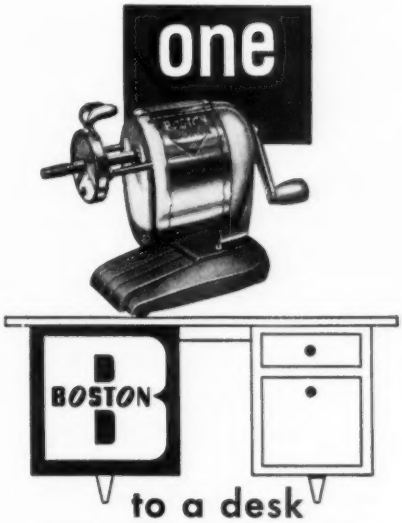
For More Information Circle No. 279

the overall printed wrapper. The utility of the Flip Top Carton and the easy accessability to the Junior Carton with the new printed design is an improvement in the packaging field. They have real customer convenience and have become an integral part of Eastern's coordinated design policy. This is another step in Eastern's program of improving overall packaging procedures. **For More Information Circle No. 165.**

STENCIL DUPLICATING INK

Print - O - Matic Co., 724 W. Washington Blvd., Chicago 6, Ill., announces Impress Print Dry Print-O-Paste Stencil Duplicating Ink which

has the flow characteristics of a liquid, yet gelates to a paste on contact with the cylinder. This simplifies inking and eliminates drip, dirty hands, soiled paper, wasted time and supplies. Print-O-Paste will not clog cloth pads, will not separate, offset or smudge. It produces sharp black impressions on any closed or open brush-type single-cylinder duplicator. In a plastic dispenser tube, the 11-oz. size is $1.75 and will produce up to 8000 sharp black copies. Print-O-Matic's silk-screen pads dispense ink evenly, produce from 120 to 200 sharp copies per minute and fit all single cylinder duplicators. **For More Information Circle No. 157.**



speeds efficiency—ups morale

BOSTON CHAMPION

PORTABLE PENCIL SHARPENER

now in decorative green, blue, sand-tone, and gray colors

- sharpen pencils at desk—fast—no more sharpener searches
- saves much more in time and efficiency than actual cost in brief period
- a low-cost quality item that helps desk workers feel more important

Send for free comprehensive report on sharpeners, Booklet N.

C. HOWARD HUNT PEN CO., Camden 1, N.J.

BOSTON PENCIL SHARPENERS

For More Information Circle No. 387

Newest Visual Control moves with time!

Keeps every schedule current, understandable to everyone!

Rol-a-chart shows what to do today, tomorrow, months ahead. As time passes, its rolling chart moves up the entire schedule in an endless picture of progress!

EASIEST TO USE. No pegs, strings, or cards. Write actual words, quantities, departments, dates, warnings directly on plastic. Wipe off individual jobs as completed. One Rol-a-chart schedules ahead 12 months, 12 weeks, or 84 hours for 80 items. Nothing can be over-looked as each deadline rolls forward.

MOST EFFICIENT. Used by hundreds of order departments, production managers, schedulers of men, space, or equipment. Hangs on wall, stands on meeting table, has handle for carrying. Increases efficiency wherever scheduling is a problem.

No matter what controls you now use or contemplate

SEND FOR FREE LITERATURE

with actual size trial chart area.

Rol-a-chart T.M. **$47.50** Complete

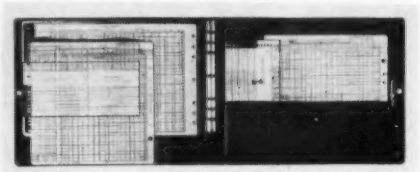
Conley, Baltzer & Steward

494 Jefferson St., San Francisco 9

For More Information Circle No. 394

PAYROLL PEGBOARD SYSTEM

C. E. Sheppard Co., 4403 21st St., Long Island City 1, N. Y., makes the Multi-Rite Peg-Binder Payroll Package completely contained in an attractive self-locking binder, for $48.50 with an estimated year's supply of all necessary forms for a payroll of 25 employees. Additional forms, available at moderate cost, permit the system to be used for larger payrolls. Said to contain all the features of higher-priced Multi-Rite one-write systems, the newer system can be put into immediate



use for any cash payroll, or for any check payroll using employer's existing checks. No special training is required. Three records are created with one posting in one-third the time without transcription errors. Pre-shingled pay statements insure accurate registration, tax data is up to date at all times. For weekly or semi-monthly payrolls. The lock on the peg-binder makes it ideal for private or executive payrolls. A pocket inside the back cover of the binder holds all current forms. Other components of the system are journals, carbons, earnings records, pay statements, ballpen instruction sheet. For cash payrolls, 1,000 pay envelopes are provided at $10 additional. **For More Information Circle No. 123.**

DESK TOP CLEANER

Gumption Products Corp., 56 Reade St., New York 7, N. Y., announces that Gumption desk top cleaner has been improved by refinements in its formula. It is also dressed up in a new package. Gumption is the quick, easy and efficient cleanser for linoleum and plastic top desks. It has a gentle but powerful instant cleansing action. It is a non-caustic cleaner that completely removes hectograph and all other types of stains. Completely non-abrasive

Only $3.50 a week puts a new Victor Calculator in your office!

Victor 40th Anniversary Special
New Models—New Low Prices

Special Mult-O-Matic Printing Calculator. Model 72-85-54. Special low price. Automatically multiplies, adds, subtracts with flick of Simpla-Key. Automatic sub-totals or totals from same bar. Automatic credit balance.

Mult-O-Matic Printing Calculator. Model 74-85-54 (not shown). All features of Special (above) *plus* automatic Constant and automatic Total Transfer.

Automatic Printing Calculator. Model 75-85-54. Automatically divides, multiplies, adds or subtracts with a flick of the Simpla-Key. Automatic Constant, Total Transfer, and credit balance. Automatic sub-totals or totals from same bar.

Automatic Printing Calculator. Model 73-85-54 (not shown). Has all features of above, except Constant and Total Transfer.

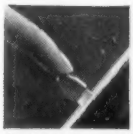
Avoid large cash outlay with New Lease or Purchase Plans

Now! Put a Victor Special Mult-O-Matic Printing Calculator to work for you for less than $3.50 a week. New Lease Plan saves your cash reserves, gives you the immediate benefit of time-saving, money-saving automatic figure-work. Low payments include expert Victor maintenance.

Or for a small down payment, and less than $4.75 a week, you can own this same Victor Calculator, and take 24 months to pay.

Other Victor business machines also available on lease or purchase plans at even lower payments. Now is the time to lease or buy because prices are low . . . terms easier . . . and there are more models to choose from than ever before in our 40-year history.

The exclusive Simpla-Key makes all calculations automatic!



Merely flick the Simpla-Key, enter the figures . . . the machine does the rest automatically. Multiplies, adds, subtracts or divides with *one key*—on one simple keyboard! Automatically prints figures with true symbols on tape just as you would write them. Does the work of two machines—adding machine and calculator—with no complicated rules, no special training needed.

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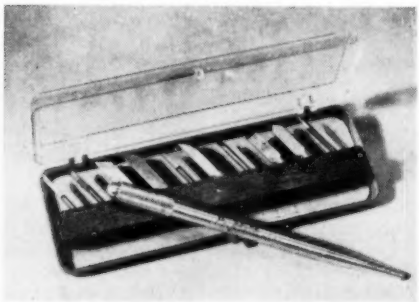
and guaranteed not to scratch. Gumption is 100% safe to use, being non-caustic and non-flammable. Its glycerine base protects the skin and it is effective for steel, alumi-

num, chrome and leather chairs, desks, files and other office furnishings. Available at stationery and office furniture dealers, and sold with a money-back guarantee. **For More Information Circle No. 161.**

KNIFE KIT

Griffin Mfg. Co., Lyndhurst St., Rochester 5, N. Y., announces the No. 24-1 Kit which contains ten different cutting blades and holder in a transparent box. There



are blades for stencil cutting, frisketing, model making, whittling, clipping, layout work, and all precise cutting jobs. Each of the interchangeable blades is securely held in the balanced handle for easy use. **For More Information Circle No. 203.**

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Fastens Paper Using Nothing But the Paper Itself!

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It Costs Nothing To Press The Handle

A precision made instrument with handsome chrome finish. It is new, novel, smooth, silent, and efficient in operation. Never needs refilling. It will weld up to six sheets of 16# paper. Modernize your office with this time and money saving office appliance. An ideal gift with name engraved on the handle. If your dealer cannot supply you, write direct. Dealer inquiries invited.

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For More Information Circle No. 375

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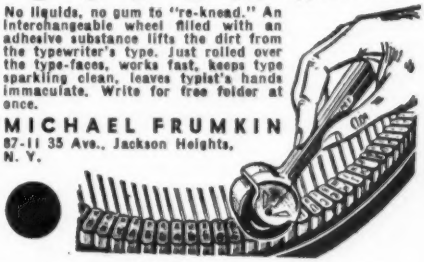
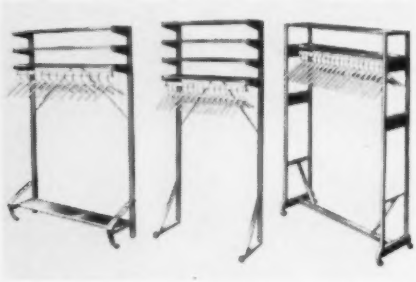


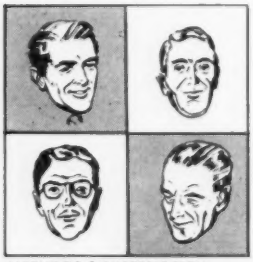
For More Information Circle No. 376

CLOTHES RACKS

Borroughs Mfg. Co., 3002 N. Burdick, Kalamazoo, Mich., announces a line of garment racks including wrap racks and wrap check racks in floor and wall models. Among their features is a plated, mar-resistant, three-way hanging hanger



bar which holds a basic number of hangers on the front side, or can be reversed from back to front to increase capacities one hanger per foot. Or the top of the bar can be used for greatest hanger capacity. Hat shelves have three raised, non-dust-collecting apex-ridges to keep hats clean and preserve their shape. The four standard wrap rack models accommodate 6, 9, 12 and 15 garments, three per foot, which capacities can be increased to 8, 12, 16 and 20 garments, four per foot, by reversing the hanger bar. Umbrella holders, each accommodating three umbrellas, are a part of the wrap rack models. The three standard wrap check rack models, which hold 12, 16 and 20 garments, can be converted to 15, 20 and 25-capacity units with the reversible hanger bar. Standard models are available with or without numbering. The 9, 12 and 15-capacity wrap racks, as well as the three standard wrap check rack models, come in single or double face; and add-units are available. The Handee check rack is a compact, double-purpose rack that can be assembled without bolts or nuts, or quickly disassembled and stored. It has the same hanger capacity as the regular check rack units. Hanger bar and hat shelf can be lowered



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Model M-20PB

Model M-25PB

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101 N. Campbell Ave., Chicago 12, Illinois

For More Information Circle No. 217

for children's garments. All racks are finished in a choice of spring green, dark green, gray, fall tan or brown. **For More Information Circle No. 142.**

AUTOMATIC BANK SYSTEM

National Cash Register Co., Dayton 9, Ohio, announces an automatic bank system which includes a machine that sorts 7500 checks an hour, compared to about 500 an hour for hand-sorting. Other machines automatically post checks to depositors' accounts. The system allows a typical medium-size bank to handle its check bookkeeping with five or six employees who would chiefly supervise the

machines. At present, such a bank requires 15 to 20 persons for this operation. The sorter will probably be priced in the $50,000-$60,000 range, with a complete check automation system costing from $150,000 to $200,000. Small banks can install part of the system and add the remainder as their needs expand. Units of the system also can be adapted for use by government agencies, department stores, industrial firms and other businesses. The check sorter, jointly developed by Pitney-Bowes, Inc., and NCR, handles checks of varying length, width and thickness at the same time. It also can handle mutilated

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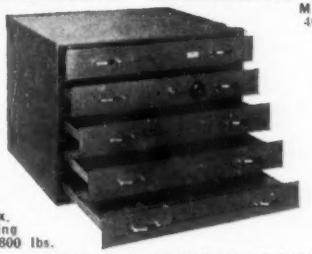
Model 400-5



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For More Information Circle No. 377

checks. General Electric Co. supplied the electronic mechanism for reading information printed on the check in magnetic ink. The magnetic printed matter also can be understood by human eyes. Each bank depositor is identified by an account number printed in magnetic ink at the bottom of his regular checks forms. The bank later adds the amount in the same ink. From that point, the check is handled automatically. The Automated Post-Tronic enables one or two employees to handle the entire check-posting operation in most medium-size banks. **For More Information Circle No. 109.**

BALLPEN REFILL

Fisher Pen Co., 7333 W. Harrison St., Forest Park, Ill., makes the Skip Free carbide ball refill for most ballpens. The company overcame many obstacles during the past few years to develop, engineer and produce this refill which they believe

will provide ballpen users with a fine writing instrument. Although the Skip Free Fisher Refill is available in blue medium only, regular Fisher Refills are available in various other colors in both fine and medium points. **For More Information Circle No. 106.**

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(By Hand)

— TIME SAVED IS MONEY EARNED —

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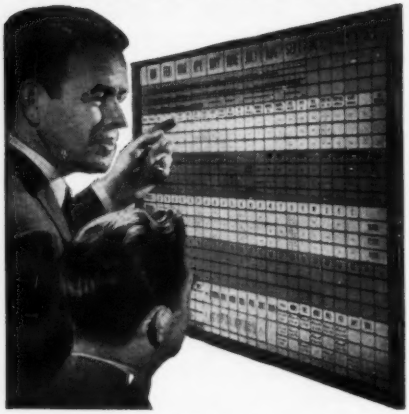

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For More Information Circle No. 380

PORTABLE REFRIGERATOR

Morphy-Richards, Inc., 232 S. Van Brunt St., Englewood, N. J., offers the Astral portable refrigerator to eliminate time-costly employee breaks outside the office.

Guaranteed silent, the mahogany Astral blends with office decor. The Astral refrigerator BME2 model is 26″ high; B230A model is 36″ high. **For More Information Circle No. 141.**

DESKS, TABLES

Bentson Mfg. Co., 661 Highland Ave., Aurora, Ill., makes Style-Line steel desks, tables and companion units with stainless steel top edges, perforated back panels, and cast aluminum contour legs designed to avoid the "bulky" look without extreme styling. The stainless steel edge is em-

bossed for smooth flowing eye appeal and has a satin finish to blend with the brushed aluminum drawer handles. Permanently welded to the top, this 1½″ piece cannot tear loose and it is tarnish-proof, difficult to scratch and cannot chip. This feature is available at no extra cost. The per-

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For More Information Circle No. 298

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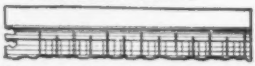

Pen ruled and printed both sides. Single & Double Page Forms. Numbered lines.

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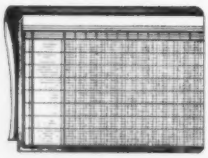

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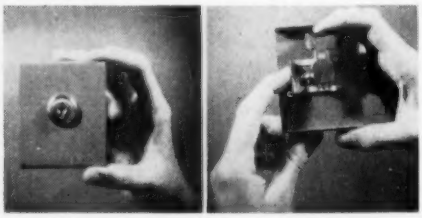
For More Information Circle No. 392

forated back panel is cited as "an escape from plain styling." Stamped in a cane pattern from 20-gauge steel, it permits increased ventilation but provides adequate screening. Full height adjustment (from 29 to 30½") on all desks and tables is possible with the cast aluminum, contour legs which are interchangeable with Bentson's standard island or cone types. **For More Information Circle No. 181.**

CABINET LOCK

Corbin Cabinet Lock Div., American Hardware Corp., 102 Washington St., New Britain, Conn., offers simplified lock installation to manufacturers of office furniture, vending machines and metal cabinets. The Clip-lock has a positive spring clip fastener which eliminates disassembly of cylinder



and plug. Installation is a simple matter of inserting the lock, sliding in the fastener, then sliding in the bolt. The clip is of tempered steel which makes it impossible to take a set. The design is also available for cam locks. Locks are available in all finishes. **For More Information Circle No. 113.**

LABEL HOLDERS

Cel-U-Dex Corp., Box 1127, Newburgh, N. Y., has developed a protective backing for its transparent, self-adhesive Hol-Dex plastic label holders. This is easier to strip off, gives greater protection to the gum, and textures the surface of the gum so that adhesion is faster and firmer. Hol-Dex label holders adhere to any clean surface. An ample supply of inserts comes with each holder for permanent or temporary labeling of shelves, boxes, bins, telephones, desk trays and doors. Hol-Dex label holders come in four widths, ⅜", ½", ¾"

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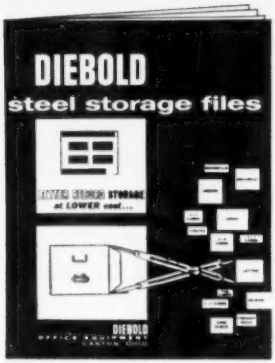

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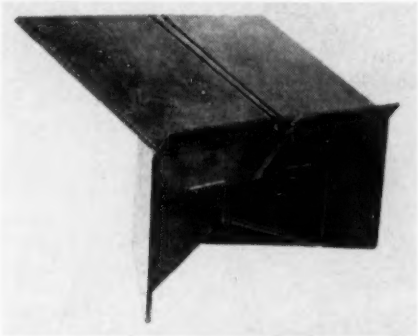
For More Information Circle No. 338

and 1″ in standard 6″ length which can be cut to size. Retail at 30c per 6″ strip. For a free sample, **Circle No. 117.**

FOLDING LECTERN

How-To Co., Box 7, Glencoe, Ill., offers the Speechmaster folding lectern which can be carried in a suitcase. It is made of



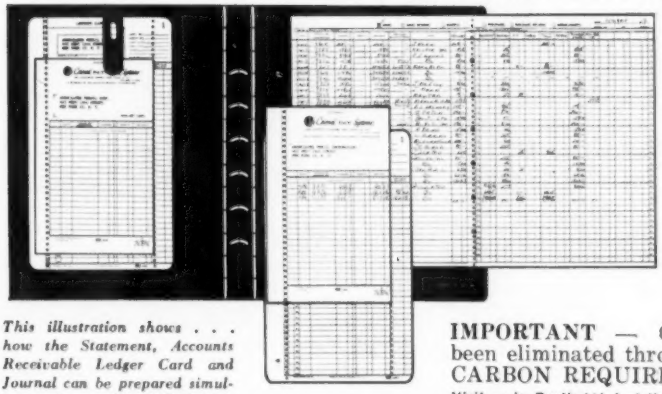
strong board covered with leatherette material and sets up easily to provide a speaker with a 21″ x 11½″ surface at a 30° angle for easy reading while speaking. A ledge prevents papers and small props from sliding off. Strong enough to support a speaker leaning on it. The Speechmaster folds to 14½″ x 18″, weighs 4 lbs., costs $19.95 postpaid. **For More Information Circle No. 168.**

DRAWING REFERENCE SYSTEM

Filmsort Co., Pearl River, N. Y., announces the REF Duplicard, a low-cost card with a piece of blank diazo film mounted in its microfilm aperture. It is designed for the one-time reference or manual reproduction of one or a few copies of engineering drawings and allied records. This tab-size Military D aperture card costs 3¾c complete. It can be used for reproductions and for reference in a microfilm viewer. With ruled lines on the card for handwritten notations, it is both a requisition and reference card. When a drawing is required for reference or reproduction, one simply writes the drawing number, his name and department number on the blank card. The file clerk takes the REF card and pulls the master aperture

a GIANT STEP forward in cost reduction

for Accounts Receivable operations



with COLONIAL Pay System's new one-write Econ-O-Rite Accounts Receivable system.

Designed to lower curent costs substantially, the Align-O-Binder (a single unit combining an aligning board and binder) eliminates the need for any other equipment.

This illustration shows . . . how the Statement, Accounts Receivable Ledger Card and Journal can be prepared simultaneously, with ONE POSTING. The One-Write principle insures up-to-date records with no end-of-the-month rush to get statements out.

IMPORTANT — Carbon Paper has been eliminated through the use of NO CARBON REQUIRED PAPER.

Visit us in Booth 111-J at the National Business Show in New York Coliseum October 20th thru October 24th.

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A division of COLONIAL SALESBOOK CORP., 199 LAFAYETTE STREET, NEW YORK 12, N. Y.

For More Information Circle No. 396

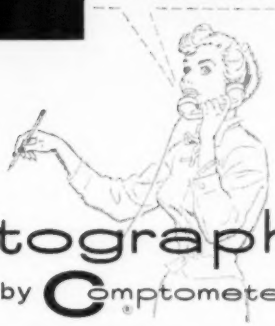
card with its microfilmed drawing. Using a microfilm diazo printer, she reproduces the drawing image on the Duplicard. The master aperture card is returned immediately to the file. The Duplicard print can be discarded after reference or reproduction. Previously, one clerk pulled intermediates for requisitions, then forwarded them to a second person for reproduction. With the Duplicard, one operator performs entire work cycle. **For More Information Circle No. 132.**

GLASS-PLASTIC MAINTENANCE

Beaver Laboratories, Inc., 187-61 Hollis Ave., Jamaica 23, N. Y., makes GTC-59 glass treatment compound which simplifies glass and plastic maintenance. Available in a handy spray-on container, it cleans and degreases in one operation. GTC-59 contains no abrasives or caustics, can be used on most delicate equipment, and is approved and used as required cleaner on electron-optical systems by the U. S. Air Force where the combination of glass, plastic and static fields present complex cleaning problems. GTC-59 deposits a tough, super-smooth, water-repellent protective surface on glass, plastic, enamel, chrome, marble or any smooth surface. It cancels static fields which attract dirt and dust. Keeps the surface free from carbon dust build up, and is said to repel dirt ten times longer than other types of glass maintenance products. A sam-

For More Information Circle No. 385

...hold the phone I'll have it for you right away...



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"220M" by Comptometer

6 new features make figures fly ...and so simple to multiply!

New Multiplication Key—it prints the answer, and both of the factors, on two easy-to-read lines.

New High Speed—220 cycles per minute. Over 30% faster than most other 10-key listing machines.

New More Flexible Keyboard—accepts figures faster.

New Dual Purpose Lever—increases capacity to 11-digit listing, 13 totaling—for addition and subtraction.

New Color—smart "Autumn Tan"—blends with modern office decor.

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Plus these wanted features: Exclusive Automatic Visi-Balance Window—Single Cycle, Single Purpose, Control Keys—Adjustable Keyboard Angle—Two Color Printing—Quiet Rotary Action—Streamlined Styling—Concealed Paper Roll—and many others.

Comptometer Corporation / BETTER PRODUCTS TO BETTER BUSINESS

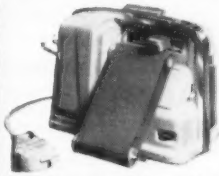
For More Information Circle No. 227

NOW LEASE

any Comptometer Business Machine on a nationwide leasing plan through all Comptometer offices.

New Comptometer Customatic

World's fastest way to figure ...now faster than ever. Try it FREE on your own work. See for yourself.



Comptometer Commander

Insures accuracy in dictation. Lifetime Magnetic belt saves far more than machine costs. See for yourself.

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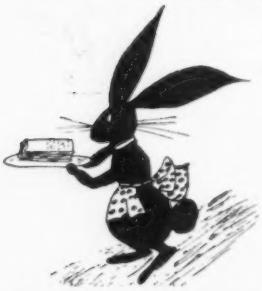
with quality
use Replica Products



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REPLICA PRODUCTS CORPORATION
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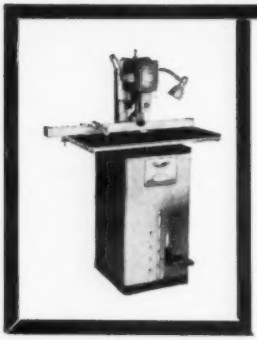
PIONEER PAPER DRILL



A production machine with such quick set-up that short runs are a special delight. Eliminates costly, time-consuming "farming out." The small investment is soon repaid and then goes on making money for you instead of someone else.

Accessories for cornering, slotting and slitting.
Send for literature now.

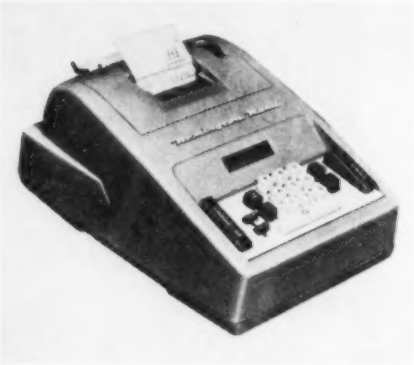
PIONEER
1130 NEBRASKA, TOLEDO 7, OHIO

For More Information Circle No. 384

ple of GTC-59 is available to readers who address their requests on their business stationery. **For More Information Circle No. 169.**

ADDING MACHINES

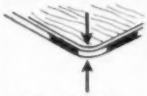
Remington Rand Div., Sperry Rand Corp., 315 Fourth Ave., New York 10, N. Y., announces the 93 Electric Adding Machine and a similar Non-Electric machine with advanced features of speed and simplicity in operation. The Model 93's instantaneous response to a light but positive touch allows rapid calculation without the risks of hair-trigger keyboards. Operator can instinctively feel a mistake in the making, in time to correct it before it becomes part of a finished column of figures.



All feature keys (subtract, multiply, non-add, correction and add-total) are electrified and arranged well within the normal span of the operator's hand. The same key permits a choice of automatic totals or sub-totals. Totals and sub-totals automatically print in red; negative totals also appear in red and are identified with the automatic CR symbol. The 93 is available in four decorator colors, each chosen to harmonize with a wide variety of office color schemes: cool mist green, warm desert sage, white sand and dawn gray. The new line of Non-Electric Adding Machines contain the same improvements in engineering and design as the electric. **For More Information Circle No. 147.**

Easy to Clean

Gleams when cleaned with damp cloth. Resists alcohol, cigarette burns, etc.



Extra Thick

Heavy lamination of wood-grain plastic over 5/16" Presdwood. Won't slip, won't creep.

Tough

Chairs glide smoothly over the mar-resistant surface. Not slippery. Chip resistant.

The Most Beautiful CHAIR MAT Ever Made

Advanced • Distinctive • Colorful

Lustrous plastic wood-grain "Executive" chair mat gives your office that million-dollar look! . . . RIGHT for every office . . . RIGHT for every color scheme. Blends perfectly with modern decor. Brings true luxury into your office. Rich wood-grain plastic surface is laminated to extra thick Presdwood and wears like iron. Keeps its luster. Beautify your office today. Choose NOW from 4 authentic wood-grain patterns in decorator colors: Desert Tan, Walnut, Mist Green, Driftwood Gray. A great value, exceptionally low in cost.

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For More Information Circle No. 273

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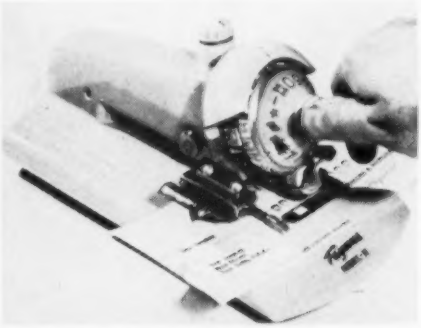
For More Information Circle No. 388

CHECKWRITER

Faymus Div., Bankers & Merchants, Inc., 3229 N. Sheffield Ave., Chicago 13, Ill., offers the Faymus Model H Check Protector which costs only $23.95. Its engraved brass numbers indelibly imprint and perforate check amounts, and the deep embossing on the check cannot be altered without detection. Clear, sharp numbers can be printed with either single or double character spacing. The Faymus is accurate and easy to use. Simply slide check under



the feed control. The positioning guide permits perfect alignment of numbers anywhere on the check. Set the dial, and press the lever. The feed control accurately moves check through the writing cycle. The Faymus Check Writer has no moving parts to wear out or get out of line. The brass figures will not slip or wear down. One-piece all-metal construction provides foolproof, quiet operation. Weighted base has rubber feet to prevent slipping, and marring of desk top. Finish is executive green baked enamel. Each Faymus Model H Check Protector is packed with an extra ink pad, bottle of ink, and a dust-off brush plus an unconditional guarantee. **For More Information Circle No. 167.**

SNACK-DRINK DISPENSER

Lehigh, Inc., 1500 Lehigh Drive, Easton, Pa., makes the Take-a-Break Snack Center that vends candy, crackers and beverages in only three feet of space. Providing eight different items to answer most coffee-break

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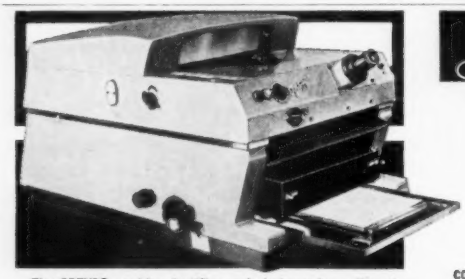
For More Information Circle No. 324

needs, the compact Snack Center has a three-column Take-a-Break Candy Vender for famous-brand 10c candies; a Hav-a-

Snak Cracker Vender which vends 5c packs of cookies and crackers; and a three-column Take-a-Break Beverage Dispenser with built-in hot water system for packs of coffee, cocoa and soups. Employees mix their own drinks to individual taste. The complete unit measures only 36″ wide, 14″ deep and 57″ high, taking up little more than an average cigarette machine. It is installed and serviced by authorized vendors throughout the country. **For More Information Circle No. 150.**

SPRAY SHELLAC

William Zinsser & Co., 516 West 59th St., New York 19, N. Y., makes clear Bulls Eye Spray Shellac for refinishing worn, marred and lusterless desks, chairs and other office furniture. Furniture is cleaned with ordinary detergent or turpentine to remove accumulated soil. After thorough drying, sand worn areas lightly with 00 sandpaper and wipe. Then apply Bulls Eye Spray Shellac. For best results, use two or more coats, with an hour drying time between applications. Allow four hours drying for final spray. Add a coat of furniture wax and the refinishing is complete. Bulls Eye Spray Shellac can



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OPTYPE MACHINE

A new and revolutionary system of photo line typesetting with optical devices for justifying, reducing, condensing, expanding and tilting typewritten copy, directly on photographic film or paper.

The OPTYPE machine justifies and photographs, a line at a time, typewritten or other copy. It has built-in mechanisms for line spacing, for creating condensed and extended type through the use of ingenious optical lenses and prisms. It has a mirror system for making Italic type from Roman copy. It will do all of these things at the rapid speed of 1,000 LINES PER HOUR.

Operations are simple and positive. Operator views the right hand margin and turns a knob to expand or condense the line to fit the pre-determined right hand margin while the height of the letters remain the same. As many as 10 DIFFERENT SIZES OF TYPE can be produced from a SINGLE typewritten copy. Over 80 variations of type are available from each typewriter face. Typewriters on the market today are equipped with type faces used for every printing text need. The OPTYPE is the answer to new, low cost, photo composing with a minimum of investment and a maximum of productivity. Simple to operate.

The OPTYPE is a precision photographic instrument that has its place in every printing, duplicating and copy preparation department. See it in operation at our offices or at the trade conventions and you, too, will be convinced that the OPTYPE, today, will do for the industry what the linotype did at the turn of the century.

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For More Information Circle No. 393

SURE CURE FOR "SWIVEL-TOP" TYPISTS

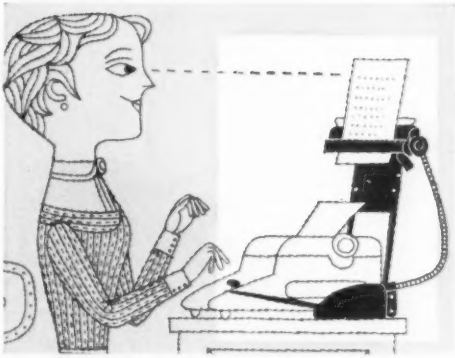
Typists who keep swiveling their heads from copy to typewriter often end up with typing fatigue. Result: speed and efficiency are impaired and typing production seriously decreased.

You can beat this problem with the new **ROYTYPE PRES-TO-LINE Copyholder.** With this convenient typing aid, your typists sit in a natural position and read line by line copy that is directly in front of them at eye-level.

Actually pays for itself! Companies using the new copyholder report that it can *save 3 to 4 times its own cost.*

Special models available for bookkeeping machines and other equipment.

Ask your ROYTYPE Representative for a demonstration, or mail us the coupon below for a 3-day Free Trial.



Only ROYTYPE PRES-TO-LINE provides:

front, eye-level reading • line-by-line spacing • instant adjustability for height, focal distance and correct lighting on copy

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carbon papers, ribbons, quality supplies for all business machines...

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For More Information Circle No. 261

Expensive Waiting

for a LIGHTNING LETTER OPENER

Does your organization start the day in low gear—while folks wait patiently for the mail? Equip your office and mailroom with a Lightning Automatic Letter Opener. In two or three minutes it will open all the mail that formerly took an hour to open by hand. No sorting for thick or thin, long or short, small or bulky envelopes — the Lightning Letter Opener opens them all without the slightest adjustment and with complete safety of contents.

FREE TRIAL IN YOUR MAILROOM

Try the new Model A-9 Lightning Letter Opener in your own office without expense or obligation. Write for full particulars.

A greater champion than ever—the Model A-9 has a beauty of line and finish befitting its mechanical excellence. Operates automatically and efficiently at the rate of up to 600 letters a minute. And for the first time—accessory counters to count the mail.

Six models — There is an electric or manually operated automatic Lightning Letter Opener to meet every mailroom need — large office or very small.

Also See the New Lightning Letter Sealers. Visit Our Exhibit at the National Business Show, New York, Oct. 20-24

The World's Standard for 40 years by the originators of the automatic letter opener.

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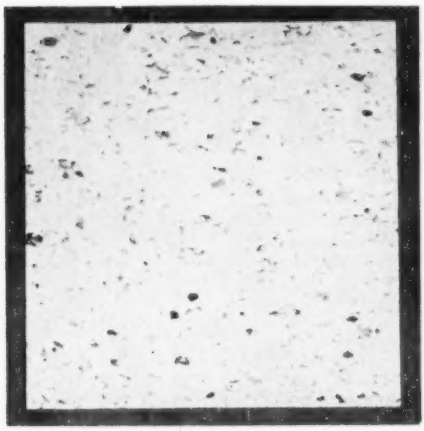
be applied directly over worn finishes such as varnish, lacquers, sealers or other common wood finishes. It hardens to a

durable, protective surface and blends without lap marks. Packaged in 16-oz. aerosol cans. **For More Information Circle No. 118.**

FLOOR TILE

Armstrong Cork Co., Lancaster, Pa., makes the Imperial series in Excelon Tile, a texture-chip flooring design especially



suitable for office buildings, stores, banks and other commercial-institutional areas. It features a non-directional graining that

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Clear Plastic sheets bind to each other—sealing any flat object in between. No machines, heat or other treating required. Guaranteed to protect against moisture, tearing, soiling, etc. Lasts indefinitely . . . will not discolor, harden or crack. AVAILABLE IN VARIOUS SIZES. WRITE FOR **FREE BROCHURE. Dept. A-10**

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VALUABLE BOOKLET *FREE*

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There is no obligation to us, but we feel you have an obligation to your organization, so that no one can say, a year from now, "If we had only known all of the facts."

This book contains in charts and illustrations answers to the following questions:

1. The Space Problem —The True Answer.
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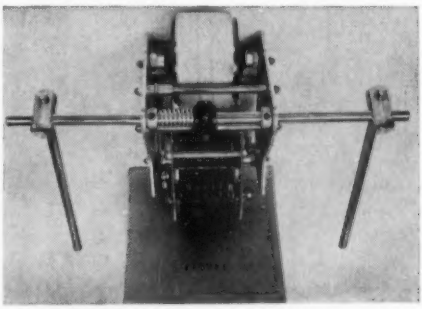
For More Information Circle No. 390

extends entirely through the ⅛" thickness of this vinyl-asbestos flooring. The design cannot wear off no matter how much traffic the floor receives. Eight patterns are available: gray, white with black accents, green, tan, taupe, beige, cedar, and black with white highlights. Excelon tile is designed to withstand the harmful effects of spilled liquids and solids. It resists greases, alkalis and dilute acids, and is recommended for use even in areas where there may be spillage of foods, chemicals and cleaning compounds. Excelon Tile is fire-retardant and easy to maintain. Vinyl-asbestos flooring can be installed anywhere, including basements and other areas below ground-level. Imperial is one of four Excelon Tile designs made in the ⅛" gauge. Others are the Straight-Grain series with contrasting transverse graining; Woodtone series that resembles wood in color and design; and Designers series, a subdued directional-grain styling. All are available in 9" x 9" tile size. **For More Information Circle No. 115.**

CONVEYOR-LINE NUMBERER

Prior Marking Products, 434 S. Wabash Ave., Chicago 5, Ill., makes the Model B automatic conveyor line consecutive numberer which can be mounted on any conveyor line without expensive installation.



It will print up to six ½" digits on any side of a box or case and it holds sufficient ink for from 24,000 to 30,000 impressions. Letters can be inserted instead of numbers. **For More Information Circle No. 174.**

Help Reduce Sickness Absenteeism

Increase Office Efficiency with

OZIUM®

the Glycol-ized

AIR FRESHENER

OZIUM instantly sprays away smoke and unwanted odors. Freshened air always results in greater efficiency. OZIUM also reduces air-borne bacteria. Its regular use will help provide better health protection for your staff and lessen sickness absenteeism.

ASK YOUR OFFICE SUPPLY DEALER FOR A DEMONSTRATION

NEW *No. 500 Patented Meter Valve assures 500 Individual* Measured *Sprays. No. 3000 Dispenser provides 3,000 or more "King Size" Individual* Measured *Sprays for large areas.*

Manufactured by **WOODLETS INC.** 2048 Niagara St., Buffalo 7, N.Y.

For More Information Circle No. 401

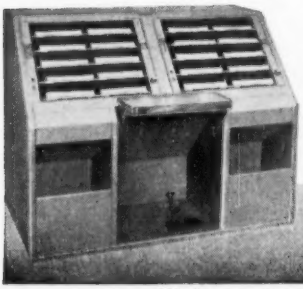
"I tried them all... the NEW Thomas Collator is years ahead!"

This may sound melodramatic, but girls do get carried away over the *New* Thomas Collator. The modern functional design looks well anywhere. It's been designed for the operator to handle collating in the *fastest* and *easiest* way possible. No more mad scrambles and hectic last minute deadlines. The Thomas Collator turns a time consuming and irritating chore into a pleasant and efficient job.

One more thing, don't be misled by gadgets or trick names; make your own comparison and you'll know why more people buy Thomas Collators than *all* other makes combined.

Thomas Collators Inc.

Dept. B, 50 Church Street, New York, New York



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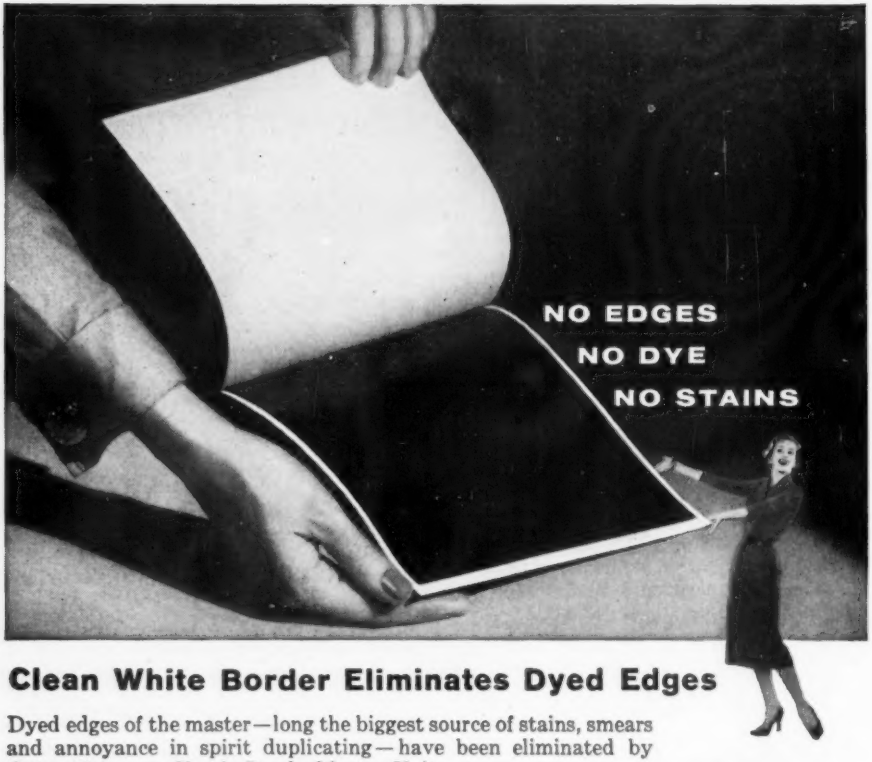
For More Information Circle No. 272

NEW CLASSIC READY-MASTER

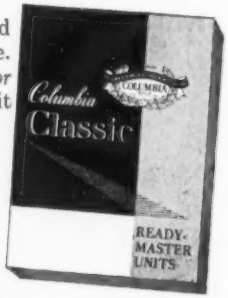


Clean White Border Eliminates Dyed Edges

Dyed edges of the master—long the biggest source of stains, smears and annoyance in spirit duplicating—have been eliminated by Columbia's new Classic Ready-Master Unit.

The hectograph coating of the new Classic Ready-Master is sealed off short of the edges—leaving a clean, *dye-free* border to handle. *There's no dye to rub off, stain and travel from typewriter to duplicator to files, either.* Everybody and everything connected with your spirit duplicating stays cleaner with new Classic Ready-Master Units!

For free sample write, using company letterhead: Columbia Ribbon & Carbon Mfg. Co., Inc.
8610A Herb Hill Road,
Glen Cove, N. Y.



CLASSIC READY-MASTER BY *Columbia*

COLUMBIA RIBBON & CARBON MFG. CO., INC., GLEN COVE, N. Y.
COLUMBIA RIBBON & CARBON PACIFIC, INC., DUARTE, CALIF.

For More Information Circle No. 281

Literature from the Manufacturers

Paper Cutters

Challenge Machinery Co., Grand Haven, Mich., has released a six-page descriptive folder on paper cutters for office duplicator operations. Seven different models of hand and power paper cutters are described. Also covered are Challenge Paper Drilling Machines for drilling paper instead of punching. For the folder, **Circle No. 187.**

Bank Electronic Planning

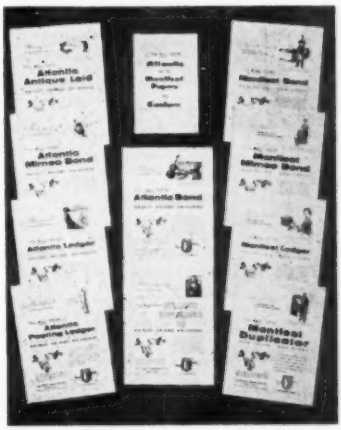
LeFebure Corp., Cedar Rapids, Iowa, has published a booklet entitled "From Here to Electronics", based on experience gained in over 300 electronic installations. The booklet, written to help bankers avoid the pitfalls in pre-electronic planning, discusses account coding, sorting, indexing, posting, work station arrangement and check filing, etc. For a copy, **Circle No. 180.**

Records Safes

Meilink Steel Safe Co., 1672 Oakwood Ave., Toledo 6, Ohio, offers a colorful folder on fire-insulated safes for protection of records. The folder on the Class C one hour, double door safe line emphasizes advantages, including Bolt-O-Matic Dor-Gard, pre-stressed stay rod construction, Vue-Gard combination dial and patented expansion joint. Front cover in full color shows safe styled for beauty of line and color to blend with modern furnishings. Gives safe specifications and suggested interior arrangements of four different models. Brief description of Class C Underwriters' Laboratories and the Safe Manufacturers National Assn. test for one-hour fire protection, Federal AA-S-81-a specifications, T-20 tamper resistant door test and relocking device label. For the folder, **Circle No. 184.**

Paper Samples

Eastern Corp., Bangor, Me., has released an attractive series of ten sampling folders introducing Eastern's all new Atlantic and all new Manifest Fine Business Papers. The Atlantic Grades of genuinely watermarked papers are presented in a series with a theme, "Masterpieces of Fine Business Papers" and the Manifest Grades as "Revelations in Economy Line Fine Business Papers". Each 17" x 22" folder,



has an appropriate illustration of the theme subject, as well as stylized rendering of Eastern's new $11 million bleached sulphate pulp mill where Purocell Pulp is produced by the new Kamyr continuous cooking process for use in the manufacture of the all new Eastern Papers. The features of these papers are stressed by pointing out the uniform quality, controlled electronically, genuine watermark, new shade and new packaging. The ten folders serve as an announcement, provide an actual sample and demonstrate the fine printability of the Atlantic and Manifest Grades. For the sample folders, **Circle No. 198.**

WHEN QUALITY COUNTS

Mend it, mount it, bind it, attach it quicker more efficiently! Use permanent, waterproof, transparent UHU in your office.

UHU® GLUES EVERYTHING BETTER!

Order through your supplier or write to:
UHU Products Corp.,
820 Greenwich St., New York 14, N. Y.
For More Information Circle No. 422

SAF-TEE

ALUMINUM MAP CARRYING CASE

safe . . . strong

to carry or mail confidential rolled maps, prints, plans, etc. Made of 16 ga. aluminum alloy with "comfort grip" and steel hasp for lock. 36", 42" and 60" lengths — other lengths made to order. **MAIL ORDER TODAY**

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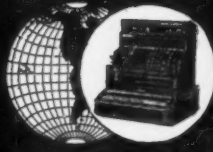
A MODEL FOR EVERY PURPOSE

Tell your story better with an Oravisual easel. You have 26 models to choose from. Write for free 24 page catalog.

ORAVISUAL CO.
Box 11150
St. Petersburg 33, Fla.
For More Information Circle No. 424

CASH REGISTER PARTS

WORLD WIDE SERVICE



HIGHEST QUALITY PRODUCTS

CASHERE CORPORATION
Successor to International Cash Register & Parts Co.
207 E. Evergreen Ave., Mt. Prospect, Ill.

For More Information Circle No. 425

Overhead Cameras

Robertson Photo-Mechanix, Inc., 7440 W. Lawrence Ave., Chicago 31, Ill., offers a folder describing Tri-Color overhead cameras and the many new features available. Included are the direct masking system for process color; new dual drive

which combines the precision of electric screw drive with the speed of manual cable drive; projection film holders for increasing film size of the basic camera; side screen elimination that will accommodate either one or two glass screens; and other improved features. For the folder, **Circle No. 182.**

Record Keeping System

Royal McBee Corp., Port Chester, N. Y., has issued a brochure which describes its General Records Poster for use where associated records can be simultaneously created with one writing. Illustrated are the General Records for accounts payable, accounts receivable, payroll and general ledger. One Poster handles all applications. The one-writing feature eliminates transcription errors. Accurate register of all postings to all records, simplicity of design with no maintenance, flexibility to changing office routines, and ease of operation without need of skilled personnel are added features. Standard forms, personalized for individual use, are available for major accounting procedures. Specially designed forms may be ordered. Immediate

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let your dealer demonstrate the "addo-x"
quiet, super-speed "true-touch" operation
or write: "addo-x inc" 300 Park Ave, NY 22

typing on "Adler" is just as pleasant as
the reading of the "Adler"–typed letter;
write to: "addo-x inc"–300 Park Ave, NY 22

ADLER
custom-made precision typewriter
ADLER
will satisfy even the perfectionist
ADLER

For More Information Circle No. 283

delivery can be had on the General Records Poster and its standardized forms. For the brochure, **Circle No. 189.**

File Indexing

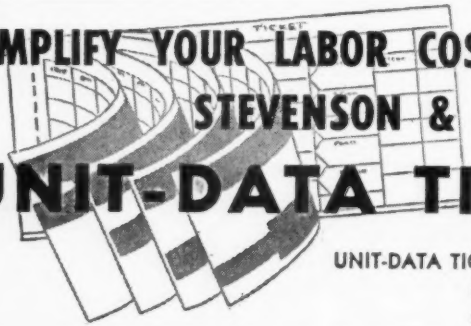
Cel-U-Dex Corp., Box 1127 Newburgh, New Windsor, N. Y., has made its new catalog a manual of filing and indexing information as well as a catalog of transparent indexing aids and devices. It has been possible to introduce manufacturing innovations, as well as economies in cost and production time, and there has been a marked improvement in many items.

Cel-U-Dex Crown Tip transparent, insertable index tabs are made from more costly virgin cast acetate, which is nonflammable. Because of the strong crowned tip and improved construction, Cel-U-Dex index tabs will not warp, nor will the folds split. A page is devoted to special indexing problems, emphasizing advantages of transparent tabs with either permanent indexes printed and acetate covered, or insertable acetate tabs. Data is given on the information required for the solution of a filing problem. How Hol-Dex, self-adhesive plastic label holder is used in different ways and different places, how Bind-X label holders make difficult index-

ing simple, how Shel-File provides filing economy, how Div-I-Dex adds 20% to filing cabinet area, and other facts may be learned from the Cel-U-Dex catalog. For a copy, **Circle No. 183.**

SIMPLIFY YOUR LABOR COSTING ROUTINES with STEVENSON & SMITH'S

UNIT-DATA TICKET SETS



UNIT-DATA TICKET SETS permit the recording of several different jobs on the face of a multi-part set, which, when divided, provide the pertinent information to each department involved, ACCURATELY, CLEARLY, EFFICIENTLY.

Please send the full story on Stevenson & Smith's Unit-Data Ticket Sets.

Name_____ Title_____

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Address_____

City_____ State_____

Send for complete information, samples, and name of your closest Form and Systems Dealer.

STEVENSON & SMITH, INC.
39 LACKAWANNA PLACE
BLOOMFIELD, N. J.

For More Information Circle No. 410

BOY!

Only $195

The all-automatic Dri-Stat '200' really does a job

If you use or make copies of anything from office correspondence to legal documents, from photos to blueprints, from memos to contracts, you'll be excited, too, when you see what the Dri-Stat '200' can do. For example:

- It copies anything written, printed or drawn —at pennies per copy.
- The copies are clear, sharp, black and white, with no muddy in-betweens—something you would expect with any photocopyer, but don't always find.
- Works in normal office light.
- Copies papers up to 9" wide, in any length.
- Eliminates proofreading.
- Can be used by anyone, with less than 3 minutes' instruction.
- Pays for itself in time saved!

The proof of the pudding is in the eating. We'll stand behind our claims with an actual, no-obligation demonstration. Ask to see the Dri-Stat '200' before you decide on **any** machine.

AUTO-FEED, an exclusive, automatic paper feed is optional. Dri-Stat '200' with Auto-Feed is $245. Also available is the Dri-Stat '400' which copies materials up to 14" wide.

FREE.....▶

Ask for this informative, unbiased fact-folder, "Office Copy Machines and How to Choose the One to Suit Your Needs."

DRI-STAT DIVISION
Peerless Photo Products, Inc.
Shoreham, N. Y.

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☐ I'd like to see a FREE Demonstration

Name.....Title.....

Company.....

Street.....

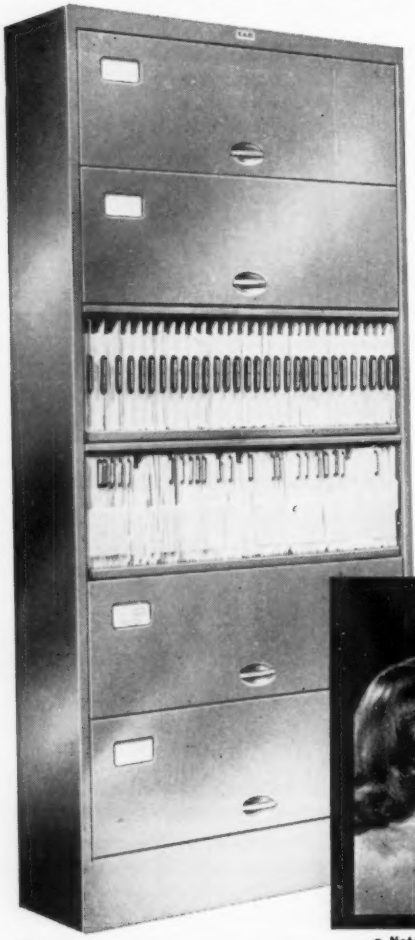
City.....Zone.....State.....

DRI STAT PEERLESS

For More Information Circle No. 280

SPACEFINDER FILES...

...HAVE PROVEN, in hundreds of offices, that they can SAVE YOU 50% or more in filing time, space and money!



Spacefinders are an appearance asset to any office—available in a wide range of sizes.

ONLY SPACEFINDERS...

offer you these exclusive advantages.

1 Welded cabinet of Spacefinder is designed specifically for MAXIMUM FILING EFFICIENCY. It is *not* an adaptation of shelving!

2 Spacefinders are complete and ready to use. When you move or change your department, you can MOVE THIS RUGGED FILE WITH CONTENTS INTACT!

3 Optional doors give DUST, DIRT and FIRE PROTECTION, serve as handy pull-out work shelves, and can be provided with locks.

● Note visibility and availability of thousands of records.

Send today to Tab Products Co., 995 Market Street, San Francisco 3, for 24-page brochure, and name of our local representative for skilled help in showing you how to save filing time, space and money.

TAB
PRODUCTS CO.

For More Information Circle No. 306

Collator

Thomas Collators Inc., Dept. B, 50 Church St., New York 7, N. Y., offers data on a Thomas Collator designed for use where frequency of need and sheet capacity do not warrant higher cost, larger models. It will handle up to 120 sheets or 20 sets of six sheets per minute of any weight of paper from tissue to ⅛″ cardboard. Each of six bins will hold 1¼″ of 8½″ x 11″ paper. It requires little space, measuring only 12″ x 15″ x 15″, and is available in electric powered, and mechanical or hand-operated models. Electric model is $149.00; mechanical model $99.50. For literature, **Circle No. 191.**

Partitions

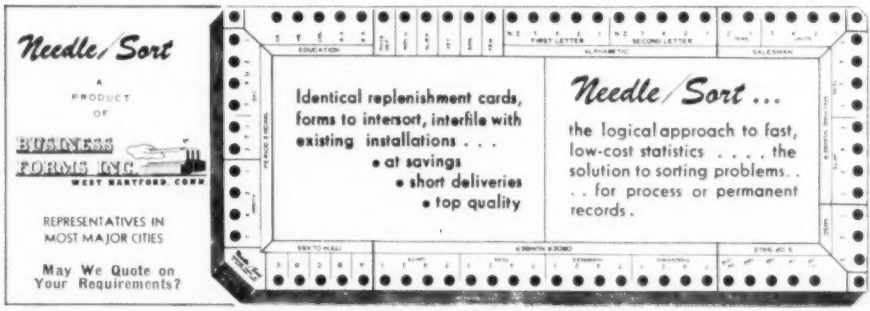
GR Products, Inc., 2417 Eastern Ave., S.E., Grand Rapids, Mich., offers a reference guide to their Richland System of movable interior walls, consisting of five types of wall construction available in as many as nine different surface treatments, in heights ranging from 42″ to 10 ft. and completely and easily interchangeable within a single basic frame. The entire system and its components is explained and illustrated. Fully detailed specifications for all Richland walls are included. For this guide, **Circle No. 192.**

Office Specialties

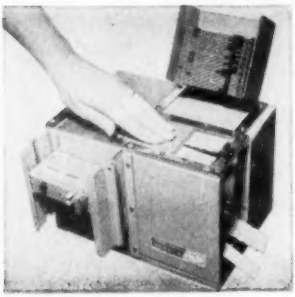
West Coast Sales, Box 64, Los Gatos, Calif., offers their 20-page illustrated 1959 catalog of Wescosa office supplies and specialties, including interesting imported products. Specifications and prices are shown for all items. For the catalog, **Circle No. 188.**

Shipment Addressing

Sten-C-Labl, Inc., 1821 University Ave., St. Paul 4, Minn., has released a catalog cover for retaining information on specific addressing procedures. In addition to holding this data, the illustrated cover tells the story of how Sten-C-Labl effects savings in the addressing of multiple shipments. For this literature, **Circle No. 193.**



For More Information Circle No. 414



The Quik-Stripper

TAKES PLATES AND CARDS OUT OF ADDRESSOGRAPH FRAMES!

Slide frame over opening in table-top of Quik-Stripper. Plates and cards fall out, slide down chute into waste basket. Impossible to get grime in hands or ruin fingernails. Work from **back** of frame. Fingers never touch inked plate. Pays for itself because of time saved. Models for **all** styles of frames. Trouble free. No service problems. Send for circular giving details and prices. Specify style of frame to be stripped or send sample. Write Addressing Machine Co. of Calif., 667 Mission St., San Francisco 5, YUkon 2-2130. Quick-Strippers sold on 5-day approval.

For More Information Circle No. 415

I.D.P. Tapes or Punched Cards slide in, slide out faster, easier, from handy *side-opening* Piggy-Back Pockets. Traveling on "mother's" back, they are easily filed, quickly found . . . protected from damage or loss.

We can fit the pocket to your "rider" . . . let it travel piggy-back on any copy in your sets of Continuous or Unit Forms.

Write for Free Pocket-Form Samples . . . Today!

AMERICAN Lithofold Corporation
500 BITTNER ST. ST. LOUIS 15, MO.

For More Information Circle No. 412

SMART COPY CATS

find the line
. . . everytime
with Flick a Line

only $6.50

Franklin Table Co.
116 N. 4th Street
Louisville 2, Ky.

For More Information Circle No. 413

Blueprint Files

Momar Industries, 4323 West 32nd St., Chicago 23, Ill., offers literature which explains the glide action filing and withdrawal of standard 100-sheet clamp-type plan holders in Gliderfiles. Four basic

rack-types are presented, with extensions for the largest unit. This method is said to file blueprints, maps, charts, artwork and plans for better operational efficiency and longer sheets use at less cost. For the literature, **Circle No. 190.**

Drawing Tools

C-Thru Ruler Co., 827 Windsor St., Hartford, Conn., offers an eight-page folder featuring eight C-Thru precision

ruling and drawing devices including lettering guides and pens; the Spec-Dotter for drawing dotted lines rapidly;

everybody

...but EVERYBODY... wants my SWIFT

They rush in twenty times a day: "Where's the Swift?" The machine weighs only 6½ lbs. so it moves all around from office to office and desk to desk. My girl friend couldn't believe that this wonderful Swift adds and multiplies up to 10,000,000 with a flick of the wrist. Where she works they have only a heavy, non-movable machine and everyone has to "stand and wait" to use it. I showed her the visible dials, the large clear type, the two-color ribbon and even did 150 operations a minute for her.

P.S. Some of the men would like to take it home in its zippered case to finish work at night — but Me, *I lock it in my desk drawer!*

P.P.S. My beloved Swift costs only $99.50 plus tax

At better Office Machine Dealers everywhere or write for information TODAY

SWIFT BUSINESS MACHINES CORP.
Great Barrington, Massachusetts

For More Information Circle No. 237

2 for
$2.60
postpaid

R-Kive® FILES

For Either Legal or Letter Size Filing

— keep office girls happy because they're so light and easy to handle . . . short and small enough for office girls to comfortably lift from a shelf. Weigh less than 30 lbs. fully loaded, yet hold 15 inches of letter size files front to back or 12 inches of legal size files.
—keep records neat and in quick reference condition for easy finding and filing. Sturdy corrugated fibre-board construction with index strip on two sides, flip top lid and handy "tote" openings.
—keep record storage costs way down . . . put your records in order today . . . the R-Kive File way!

BANKERS BOX CO.

Dept. O-10

2607 North 25th Avenue • Franklin Park, Ill.

For More Information Circle No. 411

10″ and 6″ slide rules; adjustable triangles; ellipses; architects and engineers 6″ and 12″ Scalemasters designed to replace cumbersome triangular scales; and the Do-All Draftsmen Set. Each item is illustrated with a full description of the chief features as well as prices. For the folder, **Circle No. 185.**

Stock Forms

Judson Formprint, Inc., 120 W. Middle St. Chelsea, Mich., offers their catalog and price list covering 200 stock forms for immediate delivery. New prices are actually lower than those of April, 1951. The illustrated catalog fits standard files for quick

reference. Catalogs are available without charge or obligation on request by letter. Quantity discounts, combination order discounts, and free carriage make these forms lower priced than previously. For more information, **Circle No. 186.**

Desks

Standard Pressed Steel Co., Jenkintown, Pa., offers an illustrated bulletin on two shaped-top executive desks with over 20% more work area without increase in occupied floorspace. The all-metal Columbia Meridian desks also provide nearly double the conference space. The bulletin illustrates typical installations of both the Model V Meridian unit having a five-sided top, and the Model VII, with a seven-sided work area, various overall dimensions of the irregularly shaped desk tops and details a few of the design features. Some of the matching executive chairs available

photo-compose your own type

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HEADINGS, DISPLAYS, CHARTS, VISUALS

No Dark Room

No Trays...

Completely

Automatic...!

Regardless of your type needs, any one in your office can operate the *Headliner*, producing display type for any need . . . signs, displays, printing, projection, silk screen, and even for name plates and tags. Simply dial the letters and the *Headliner* will automatically process and deliver finished smudge-proof copy immediately ready for use. Hundreds of instantly changeable type fonts . . . in different sizes . . . up to 72 points.

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Please send HEADLINER BOOKLET H101

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COMPANY.....

ADDRESS.....

CITY..... ZONE.... STATE.....

For More Information Circle No. 282

ORDERS FOR

IMPRINTED STOCK

TABULATING FORMS

Choose Clarkson "X-PRESS Imprints"...

the quickest way to obtain imprinted stock tabulating forms

Write for the name of your nearest Clarkson distributor for "X-PRESS Imprint" service

CLARKSON

Clarkson Press, Inc. • Buffalo 10, N. Y.

For More Information Circle No. 426

are also illustrated. For the bulletin, **Circle No. 178.**

Addressing and Data Writing

Scriptomatic, Inc., 306 North 11th St., Philadelphia 7, Pa., offers a six-page brochure, fully illustrated in color, which describes the use of electronic selective controls to read, sort and count, skip or print, at a single run through the addressing machine. It also describes attachments for various data writing needs. For a copy **Circle No. 179.**

Preventing Check Frauds

Applied Research Corp., Box 1316, Erie, Pa. makers of the Perma-Print check protector, announce release of their folder, "These Cold Facts About Check Fraud May Save You From Being Burned," to help increase public awareness of the scope of organized check-fraud operations in the U.S. It shows graphic examples of how check artists raise amounts of handwritten checks for their own advantage. For a free copy, **Circle No. 137.**

"SPLIT-SECOND"

PAYROLL TAX COMPUTER

PAYS FOR ITSELF IN 30 DAYS

THE *Ayres* CALCULER-D

A twist of the fingers, and complete F.I.C.A. and Withholding Tax deductions appear on a single line, right before your eyes. Cuts figuring time in half. Used by concerns employing from 2 to 20,000. $15.70 postpaid.

Interchangeable drums permit changing charts for tax revisions. Used for any payroll schedule. Government approved calculations.

SOLD ON 30 DAY TRIAL GUARANTEE

See your local stationer or write to:

AYRES CORP • Box 1081 WILMINGTON, CALIF.

For More Information Circle No. 427

Visualization Techniques

Chart-Pak, Inc., 1339 River Road, Leeds, Mass., shows over 550 pressure-sensitive tapes of many sizes, colors, and patterns for making graphs, charts, layouts, printed circuit drawings, map overlays, slides, and other presentations, in their enlarged 32-page booklet, "Visualization Made Easier". The booklet includes step-by-step directions for making office and plant layouts, organization and flow charts. Also described are Mylar grid sheets, Chart-Pak Tape-Pens, and other aids for the chartmaker including adhesive-backed pictographs, office furniture templates, work flow and data processing symbols, newspaper and advertising borders. Facsimiles of opaque and transparent tapes enable reproduction by diazo or other processes. There are transparent colored tapes, and tapes as narrow as 1/64". For the catalog, **Circle No. 204.**

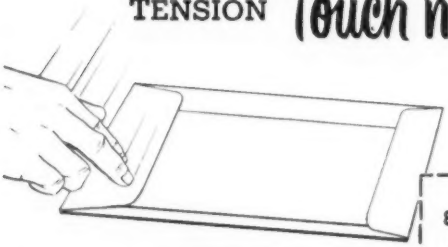
WHICH PICTURE REPRESENTS A 20% MAIL ROOM* SAVING?

** In the General Office, too.*

No moisture. No complicated sealing procedures regardless of bulk! Tension Touch 'n Seal envelopes (Picture No. 2) seal instantly when the flap is touched to the body. They eliminate at least TWO complete steps in mail-room operation. Ideal too for the smaller operations where postage meter equipment does not seal envelopes. Let us send you FREE samples and our FREE work-cost chart. See how Tension Touch 'n Seal Envelopes can more than pay their way by reducing mail handling labor up to 20% or more.

OPEN SIDE & OPEN END

TENSION Touch 'n Seal ENVELOPES



At last—the perfect solution to the problems posed by "bulging" envelopes. Both open end and open side styles available from stock in many sizes. Special sizes made to your specifications.

TENSION ENVELOPES ®

330

Factories: New York 16, N.Y. St. Louis 10, Mo. Minneapolis 1, Minn. Des Moines 14, Iowa Kansas City 8, Mo. Ft. Worth 12, Texas

TENSION ENVELOPE CORPORATION
831 East 19th St. • Kansas City 8, Mo.

Please send FREE TOUCH 'n SEAL envelope samples and the FREE work-cost chart.

Name_____ Title_____

Firm Name_____

Address_____

City_____ Zone____ State_____

For More Information Circle No. 438

"THE BOSS SAYS TOLEDO PRODUCTS HELP THE OFFICE RUN SMOOTHER!"

Toledo metal furniture is job-engineered . . . unsurpassed for functional utility. It's good-looking, too. And ruggedly built for extra years of service. Ask your dealer about Toledo's complete line.

#8100—Office Table —various sizes; Formica or linoleum top.

#9700—Mobile File and Mail Unit —transports big loads easily.

#7800 and #671 —Office Machine Stands—Many types and sizes. Stable, safe.

#5056—File Stools—comfortable, provide easy, quiet mobility.

There's no topping TOLEDO!

THE TOLEDO METAL FURNITURE COMPANY

1510 South Hastings St. • Toledo 7, Ohio

For More Information Circle No. 437

Work Measurement

(Continued from page 150)

lem and productivity is suggested as being the key to its proper solution.

In connection with the "efficiency" argument, it is frequently stated that, although some people get lost in the shuffle for promotion, able and qualified individuals tend to reach the aspired position sooner or later. At the same time, the unfolding of personal effectiveness can be hampered by sheer ill-fate, by extraneous hindrances or by lack of proper planning on the part of the employee's immediate supervisor. Hence, the employee's advancement depends to a considerable extent upon a great number of ingredients other than professional competence. Men and women whose professional competence is beyond doubt are often victims of these "other" factors. It is unfortunately true that some people disappear from the scene and land in mediocre jobs, rather than in places where their qualifications should place them. Also some charming individuals, not so well qualified, might advance to amazingly high levels. All these factors indicate that professional competence is but one of the many attributes which must be present in order to succeed, and achieve a high degree of productivity.

On account of such handicaps as creed, color, sex, physical defects, undesirable psychological traits, poor mannerisms, etc., many capable individuals give up too easily and too soon, instead of trying to prove themselves. On the other hand, the pretentiousness of competence often leads to frustration and to unending complaints. Those who focus their attention only on their pro-

fessional competence, especially those who unknowingly overestimate the ability which they think they possess, complain the loudest about lack of advancement opportunities and insufficient remuneration. Besides these, of course, almost every person on earth wants more of the good things in life which, in the materialistic sense, requires more money. Hence, most of us want more money.

As a rule, it pays to hire the qualified employee at higher pay rather than the incompetent at a poor salary. This fact is many times overlooked by employers. Even if the office does not have a proper selection procedure to find the right employee for the right job, it is not impossible to make employees conform, though they turn out to be mediocre, to certain minimum performance standards. The only trouble is that management frequently does not know how to get a fair day's work out of Tom, Dick and Harry. The common reason is that *it does not know what constitutes a fair day's work.* Just to rely on the willingness of the employee to work steadily and satisfactorily is a poor office policy because people are born with a clever sense of laziness which makes them work enough; seldom too much. To solve the office problem related to salary and performance, it is essential that work requirements be determined in advance on the basis of reliable time studies.

Time study came into disrepute because it was associated with speedup and exploitation. While this is definitely a misconception, it is not time study which has to be blamed, but the unscruplous employer. Fortunately there are few such employers.

Office work measurement is nothing

SORT FASTER

CUT CLERICAL COSTS ...WITH SORTKWIK®

The non-allergenic fingertip preparation

Eliminates irritating rubber fingers... messy, unsanitary sponges

Easy to use—just apply to fingertips for greaseless, stainless, tacky film. Pick up papers easily, quickly.

Non-drying—contains no drying alcohol.

Non-allergenic—Recommended by dermatologists.

Long-lasting—attracts moisture to fingers, making one application long lasting.

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Available (letter size)—white and 5 colors

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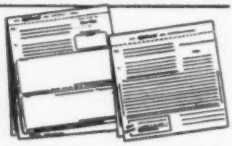

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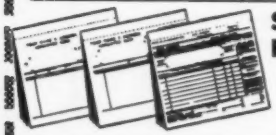
TIME and EXPENSE-SAVING substitutes for needless, costly letter writing! Expedites instructions and *compels immediate replies.* Can be imprinted at nominal cost.



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else than an accurate method of finding out the *time* (with the help of a stop watch) required to type a typical claim letter, an order solicitation, bill out bid form, a one-page or half-page letter or report, quarter-page of inter-office memorandum, an accounting form, etc. On the basis of such knowledge, with the appropriate calculation of allowances, it is rather elementary to plan office work in a manner that employees are neither overloaded with work assignments nor underloaded with office duties. As a rule, the aim should be an even distribution of work loads without occasional hurry-up campaigns or temporary forced idleness.

It is essential that responsibility for performance be placed on the employee himself. Since it is impossible to rely upon the employee's judgement, management has to establish an output quota in terms of understandable requirements.

Obvously, the list on page 251 is just a sample. All jobs should be listed on a quota sheet. If daily requirement quotas are commonly known, it becomes pointless to watch the movements of the office force because by nature most people will strive for the goal set for them.

Of course, mere knowledge of requirements is no guarantee for performance. Work standards do not eliminate the need for proper supervision. Work quotas merely facilitate supervisory control over employee performance. Even if there is a standard, if the supervisor does not enforce it, production might still be deficient. For this reason, the supervisor must check daily to know if the employee performs a good day's work in conformance with the quota. The best control is the per-

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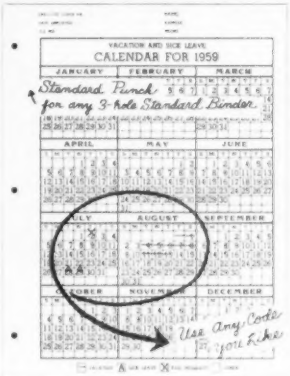

These control sheets give an accurate, readily accessible, and economical record of employee's annual vacation, sick leave, paid holidays, and other records requiring tabulation by calendar days. Over 250,000 sold this year.

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25 sheets	$2.00	300 sheets	$12.00
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For More Information Circle No. 416

formance report submitted to supervisors by the mail supervisor.

The performance report is confidential information about the employees' daily performance. Each and every employee deposits his output into a different mail basket. Letters typed are not folded, but attached to the envelopes so that mail clerks can compare output with the standard established. If the employee produced the proper amount of work, her/his name (at the end of the day) will not appear on the report. If, however, she/he produced either less or considerably more than the standard, the name will appear on either the left or the right side of the daily performance report. On the left side are below-standard performers, on the right side are those who produced more than the "maximum" output expected. (This is

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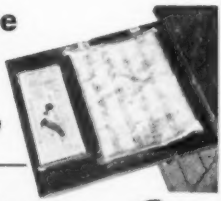

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not an absolute maximum; only an amount which can be expected of a diligent, but average employee.)

If an employee's name is frequently on the below-performance list, it is reasonable to assume that incompetency or unwillingness to give a fair day's work prevails. Those who constantly perform better than the expected "maximum" should receive pay commensurate with their productivity. Obviously, performance rating of this kind is more satisfactory than mere seniority (as a basis for financial compensation). Seniority does not necessarily mean greater productivity. In offices, just like in the factory, productivity should be the accepted criterion for salary increases.

In case of deficiency in performance,

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For More Information Circle No. 420

employees should receive appropriate supervisory comment. Immediate action is needed because a belated scolding loses its effectiveness and allows time for finding plausible alibis. Unless management makes sure that qualified employees (in cases where employees are carefully selected) produce up to ability, careful employee selection as a key to efficiency loses its intended purpose. As it is, talents are often wasted because management fails to fully utilize an employee's productive capacity. To expect that office workers will plan their own work and produce sufficient quantities, is a poor policy. The supervisor who must plan the work for the employees. As a rule, employees should not plan for themselves. With the help of work quotas, the supervisor is able to plan daily and avoid the waste

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JOB	MINIMUM QUOTA REQUIREMENTS							
Addressing Envelopes	60	120	180	240	300	360	420	480
Typing 1/4-Page Letter	10	20	30	40	50	60	70	80
Typing 1/2-Page Letter	7	14	21	28	35	42	49	56
Typing 1-Page Report	5	10	15	20	25	30	35	40
Typing 28-Line Report	4	8	12	16	20	24	28	32
HOURS	1	2	3	4	5	6	7	8

of time frequently forced upon otherwise diligent individuals. In case the employee's name is on the list of poor performers, but his poor performance is beyond his control, the report is void for that day. In such cases, it is the supervisor himself who should reevaluate his own supervisory skill, especially his ability to plan.

Performance in the quantitative sense brings up the issue of quality. If requirements are established in terms of output quotas, quality becomes of secondary importance in the eyes of employees. The function of time study is not to force people to hurry, but to establish a limit within which a given type of office job can be accomplished correctly. In addition to allowing sufficient time for good quality work, addi-

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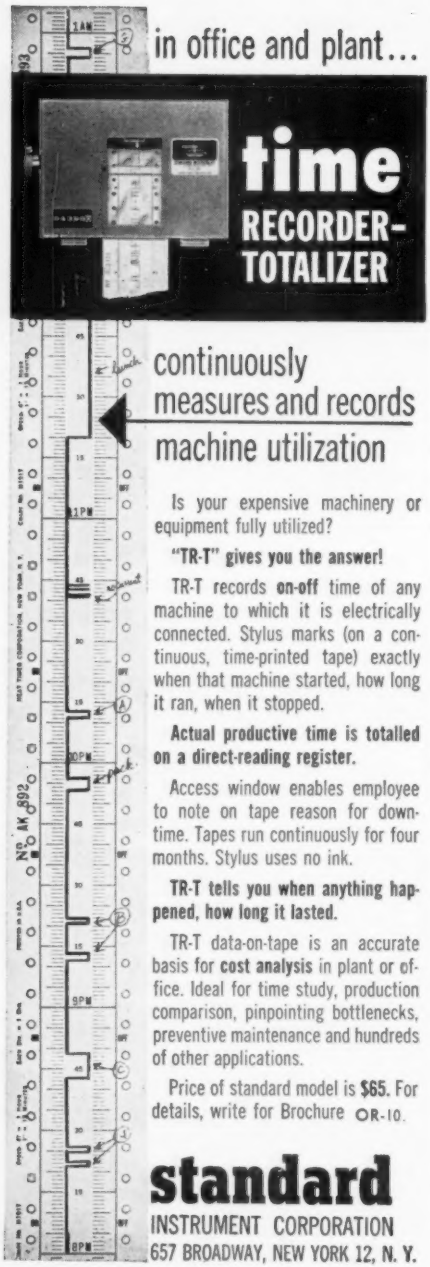

For More Information Circle No. 406

tional allowance must be provided for time losses due to coffee breaks or other types of rest periods, wash-up time, etc.

Since factory jobs are most frequently standardized, it is simple to figure out how many holes can be drilled in one hour if time study data is available. Consequently, it is rather simple to set the hourly output quota. It is, however, more difficult to determine standard daily output in the office due to the variety of jobs which an office worker might do during a regular day. However, there are many offices in which employees perform routine jobs day-in and day-out. These office routine jobs are essentially no different than factory jobs. More often than not, it is possible to set standards for all offices, regardless of the nature of office activity.

For the routine jobs, time standards should be established by time studies. First, measure the bare time needed to perform the job. Second, add to this time the various allowances. Finally, divide 60 minutes into the time standard to determine the hourly output quota.

The calculations in the page 259 illustration are based on a general agreement that 11½% of the time is legitimately "wasted" on coffee breaks, wash-ups, lunch hour and other delays. Unless the employee takes more time than this "minimum" allowance, the daily performance will be just about the achievable maximum. Because most employees are only average, another 20% of time is allowed for fatigue, speed deficiencies, correcting errors or to make up other delays. The standard based on the 11½% + 20% allowance is the minimum output quota. An average employee should be able to produce

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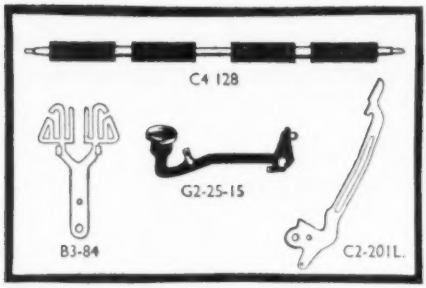

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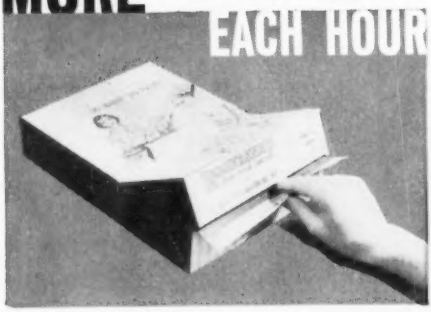

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at least this minimum amount of work.

To make time study data fully reliable, collect data during different hours of different days, timing different employees performing the same job.

In large offices it may pay to use the services of consultants who can send out a group of time study men to gather all time study data in a week or so. In smaller offices it is sufficient if the supervisor collects time study data on his employees (provided that they are average). If all supervisors cooperate, it is possible to set up a standard data sheet in one or two weeks. If possible, a stop watch should be used, but an ordinary wrist watch can be also used. In the latter case, however, care must be exercised to avoid too tight or too

• Why depend on a girl to open mail by hand and dagger methods—while the day's work waits until the mail is distributed? A MailOpener can add working minutes to every morning.

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For More Information Circle No. 404

loose output standards.

To properly administer the program, it is essential that specialization takes place. The employee does not put letters into envelopes; she only attaches the envelope to the letter. All papers worked on are channeled through the mail department or deposited in definite locations. A specific person collects them and they are compared with output quotas.

In making the comparison, the rater (who fills out the daily performance report) should count the work pieces and determine how many hours of work they represent. Assuming that employee A produced 30 letters (¼ page) and addressed 51 envelopes; 21 letters (½ page) and wrote a 5-page report. Using the minimum output quotas listed on page 251, the employee's daily

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No slip sheet needed between carbon and copy. No erasing shield – the Rush Eraser is less than one character thick. In beautiful, life-time plastic case, handy to use as a pencil, with long-lasting propel-repel refills.

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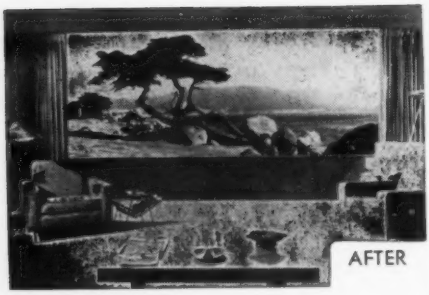
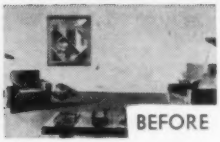
output would be:

Letters (¼-page)	30 pieces	3 hours
Letters (½-page)	21 "	3 "
Envelopes	51 "	1 hour
5-page report	1 "	1 "
		8 hours

The value of an accurate daily performance report justifies the employment of an individual who is responsible for the daily reports. His report will reach the desk of every supervisor before noon of the next day, so that a supervisor can confer with a particular employee "while the iron is hot." Judging from the above employee's performance, her name would not appear on the daily report.

If management is unwilling to hire an individual to record, tabulate and compare performances of employees with the standards appearing on the quota sheet, ask the employees to re-





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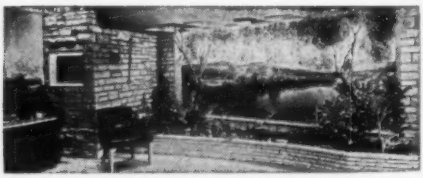

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For More Information Circle No. 443

port their own performances on a daily time sheet. Then the supervisor should check whether or not employees worked a full day's quota. While this is better than nothing, misrepresentation *might* make this reporting method invalid.

An almost perfect control over employees' time and effort can be achieved without making watchdogs out of supervisors. At first, management personnel will be squeamish about the idea because it is always unpleasant for a supervisor "to call employees on the carpet." However, as soon as employees are aware that daily performance is carefully recorded and evaluated, they become accustomed to delivering a good day's work.

At first employees usually resent the method because it creates a factory

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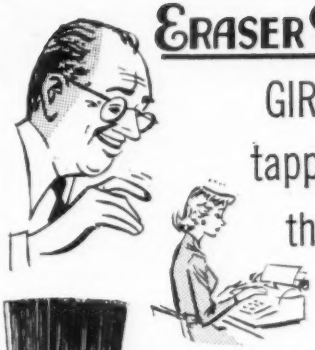

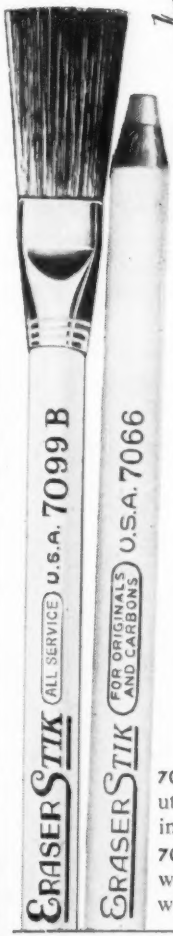

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Typing 1-Page Report	4	5	11.00	12.27	14.72
Typing 2-Page Report	8	10	22.00	24.54	29.44
Completing Form 22	13	16	3.55	3.74	4.49
Completing Form 14	6	8	7.20	8.03	9.64

(Time shown above is hundredths of minutes.)

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News of the Office

AMA Office Conference

E. A. Rule

E. A. Rule, vice president and secretary, Nationwide Insurance Co., Columbus, Ohio, was elected vice president in charge of the office management division of American Management Assn. at its membership meeting last month.

Ways of reducing waste and improving services in the office will be outlined at the American Management Assn. annual office management conference at the Statler Hotel, New York, Oct. 22-24. The total systems approach to data processing will be explained by representatives of the Carborundum Co. Measuring the costs and values of office operations will be the topic of a panel session. Another panel group will take up office management's responsibilities for profit improvement. Registrants also will hear how Johns-Manville Corp. cut office costs by centralizing office operations; how Oscar Mayer & Co. saved money through a streamlined office maintenance program, and American Telephone & Telegraph Co. developed a successful work simplification program.

Railway Systems Meeting

The semiannual meeting of the Railway Systems & Procedures Assn. will be held in the Morrison Hotel, Chicago, Oct. 7-9. The main topic will be modern railroad data processing and constitute a progress report on methods improvement through the use of electronic computers.

Controllers Annual Conference

Economic depreciation, direct costing, management planning and control, personnel development, records retention and corporate financing are among the problems for discussion at the 27th Annual National Conference of the Controllers Institute of America, Oct. 19-22 in Chalfonte-Haddon Hall, Atlantic City. Clifford F. Hood, president, United States Steel Corp., will be a conference speaker. Others will be Dr. D. H. Dawson, vice president, E. I. du Pont de Nemours & Co.; Walter Hoadley, treasurer, Armstrong Cork Co.; Wayne Keller, controller of that concern, and Ronald Reagan, TV and radio star. In addition to technical sessions and topical conferences, 17 Industry Round Tables will be held concurrently.

N. Y. Records Conference

The Records Management Assn. of New York will play host to a conference of national scope on Oct. 23. The theme will be "Records Management for Better Management." The New York date was chosen to coincide with the National Business Show. For a copy of the program, write Anna E. Brennan, Equitable Life Assurance Society, 393 Seventh Ave., New York 1.

NABAC Convention

A panel reporting on automation and equipment development for check handling from around the country is one of the features of the National Assn. of Bank Auditors & Controllers' 34th Annual Convention, Nov. 3-5, in Dallas. The discussion will be led by Henry J. Rohlf, vice president, Mercantile Trust Co., St. Louis,

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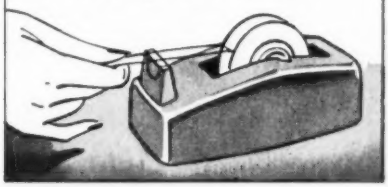

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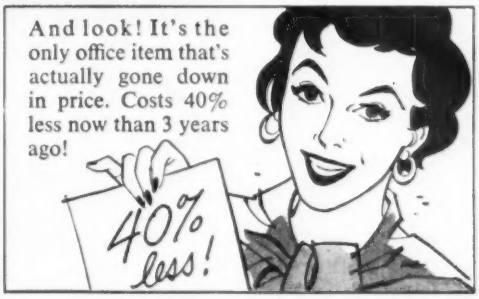

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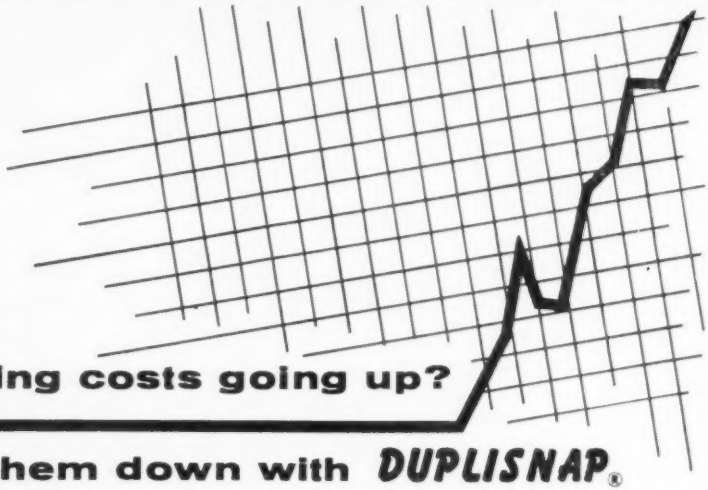

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For More Information Circle No. 305

and include a report by NABAC's research director, Richard A. Byerly. A series of simultaneous meetings will allow the delegate to choose the session most beneficial to him and his bank. Other sessions, papers and discussions will be presented on increasing the value of management reports; what is ahead in taxes; women in banking; and the Canadian banking system—its organization for branch supervision and control.

Women Accountants to Meet

The joint annual meeting of the American Women's Society of Certified Public Accountants and the American Society of Women Accountants will be held at the Statler Hotel, Detroit, Oct. 8-11. These organizations are celebrating their 25th and 20th anniversaries, respectively.

Cleveland Workshop Seminars

Office housekeeping, punched card operations, systems management and records management will be subjects of workshop seminars at the Carter Hotel, Cleveland, Oct. 20-22, according to American Management Assn., 1515 Broadway, New York 36, from which full information may be obtained.

239 Secretaries Get CPS

Certified Professional Secretaries rose to 1466 as 239 passed this year's eighth annual examination. The next one will be held May 1-2, 1959, and deadline for applications is Dec. 1. Application forms may be had from National Secretaries Assn., 222 West 11th St., Kansas City 5, Mo.

Prod for Tardy Workers

Some executives with employees who never seem to get to the office on time have been presenting them with gift-wrapped copies of a children's book, "How To Tell Time," published by Simon & Schuster in cooperation with Gruen Watch Co. The cover features a clock face, with movable hands, which the disgruntled boss can set at 9 o'clock.

NABAC Hospitality Month

The National Assn. of Bank Auditors & Controllers has invited all banks in the nation, regardless of membership in the association, to attend 171 local conference meetings this month to see "NABAC In Action" by observing how members exchange ideas and experiences and discuss problems of mutual interest. The program will be a full-day clinic on the latest bank operating techniques, personnel relations and internal control programs. For those areas where local NABAC conferences do not exist, recommended boundaries are being established so that every locality will eventually have an established conference in its area.

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Tycoon Typing Co., 9 East 45th St., New York 17, reports that one of their customers is saving $50,000 a year by farming out correspondence typing. The savings accrued when the firm was able to cut $74,000 from its payroll by releasing 17 stenographers. It paid Tycoon Typing Co. $24,000 to do the stenographers' work. For instance, 400 150-word letters which cost an office $600 to produce are done by Tycoon for $240. The service is available only in the New York area. For a description of the procedure, **Circle No. 196.**

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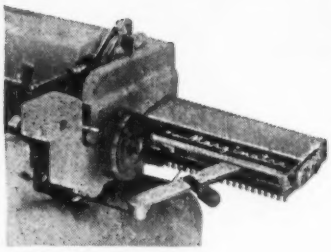

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For More Information Circle No. 270

Handwritten Programs

(Continued from page 154)

of Flow-matic, an automatic programming technique developed by Remington Rand for use only with its Univac computer system. In the AMC method, Flow-matic is modified and expanded for programming all single and multiple address, and fixed and variable word-length, computers. Programming for the giant new Univac 1105 computer, scheduled for early delivery to AMC, is being done on a Univac I. A basic future objective is to progress from the 30 verbs to a much more general use of the English language. Of course, the programming computer can itself be programmed to work with programs written in languages other than English.

A systems man can draw a flow chart of a clerical procedure, and either write the program himself or hand the flow chart to a trained clerical worker who will write the program. This English-language program is simply coded and fed to a programming computer which generates the required subroutines and assembles them into a finished program on magnetic tape for use with a data processing computer.

Similar is Math-Matic programming by which any engineer or scientist can program his own mathematical formulas. A Math-Matic program comprising six short lines of English words, numbers and standard mathematical signs formerly required about 500 lines of complicated machine coding to produce the same program. Naturally there is less chance for errors with the newer method and little debugging is required.

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For More Information Circle No. 336

Organization For Automation

(Continued from page 152)

support it, would report to a flow director. The purpose of the flow would be to provide the processing hub with suitably screened data. Its second purpose would be to receive, from the processing hub, end data to check against controls and to dispatch it to any of the special areas requiring the information.

4. Each input and output unit would be considered as part of the total systems web and would have no line responsibility to the special areas of finance, marketing, manufacturing and distribution. In present terminology, for example, accounts payable and accounts receivable would be considered as input-output units and would not be thought of as accounting units.

5. Basic files would be considered as part of the data processing hub, but mechanisms for up-dating them would be part of a given information flow. Fig. 4 shows the basic elements of one information area.

6. The systems and procedures operation, normally reporting to the treasurer or controller staffwise under existing concepts, would form part of the line operation which would include the total data processing operations and the operations research area. (See Fig. 5). The directors of the information flows, the manager of the systems and procedures department, the manager of the operations research element, and the manager of the machine operations department would all report to a director of information services who, in turn,

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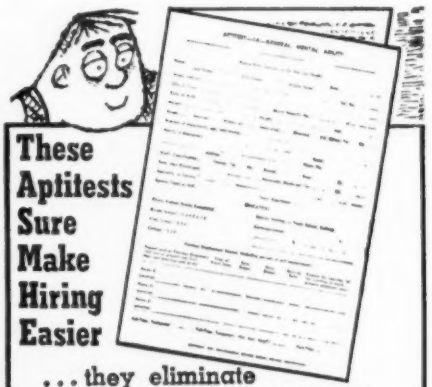
would report to a vice president of administration, or the equivalent. We also visualize a much stronger link between industrial engineers, systems and procedures men, and machine data processing specialists.

7. The specialized areas of manufacturing, finance and sales would place demands on the data processing hub and the total information service through the vice president of administration.

8. Manufacturing, finance, sales, etc., would have the responsibility of determining what data they required to properly perform their functions. They would be required to spell out, well in advance of planned due dates, the expanding demands they might wish to make on the system. They would also be concerned with determining the adequacy of output data from the system and with utilizing this information to



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keep management advised on the special areas under their control.

9. Each specialized area (finance, manufacturing, etc.) would maintain a domestic staff under its direct control to maintain specialized records and to service the professional staff.

This, then, in broad terms, is the form of organization we visualize as being necessary in the near future. In sketching in the outline we have omitted a great deal of detail. We believe that the organization structure described would be greatly superior to present forms of organization. To a large degree, this outlines a possible new organization theory for management.

Notwithstanding the novelty of the approach taken here and the fact that pioneers have usually a hard furrow to plough, we are confident that the approach will be considered common in ten or 15 years. For want of better terms, we propose the complete systemization of all the paperwork operations of a business. This implies and necessitates reorganization on spectacular and dramatic lines and uses the data processing hub, whether it be a computer system or otherwise, as the focal point of all information. This allows for the production of management data in its most complete form and avoids duplications made necessary by present organizational concepts.

Such a form of organization would be a firm premise for the analysis of systems work by computer techniques and allow us to write procedures by machine methods.

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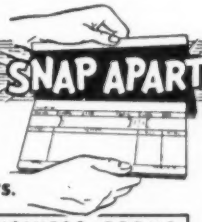

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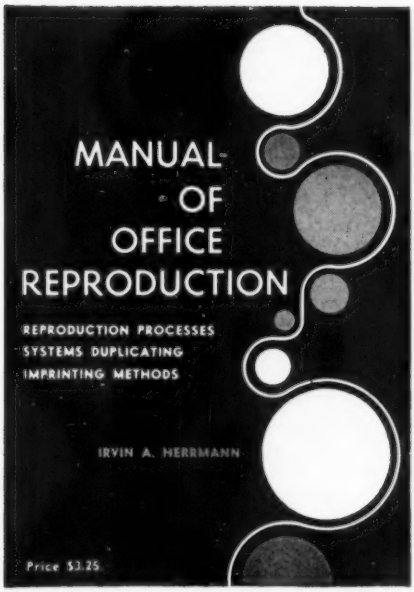

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News of the Industry

Heads A. B. Dick Sales

Alexander St. John

Alexander St. John was named general sales manager of A. B. Dick Co., Chicago manufacturer of duplicating equipment and supplies. The announcement was made by C. M. Dick Jr., vice president—sales. Mr. St. John has spent his entire business life in marketing. For the past nine years he has been the A. B. Dick products distributor in Boston. Prior to that he was a marketing specialist and consultant with Robert Heller & Associates, engaged full time during 1947-48 in marketing and organization planning for A. B. Dick Co. Mr. St. John succeeds E. P. Jordan Jr. who was appointed general manager of the company's newly established sales subsidiary, A. B. Dick Co. of San Francisco, Inc.

Baltimore Forms Executives

Three changes in key sales personnel, announced by Baltimore Business Forms Co., sees William H. Grim Jr., who was sales manager, becoming general sales manager; William Theobald, former field manager, as sales manager; and Lee Smith as field manager in charge of sales territory operations. All three men, who have been with the company for ten years or more, have a wide knowledge of their roles from long experience in all phases of the design and production of business forms, as well as of sales, their promotion and management, and the manufacturing equipment concerned with producing forms and systems.

New Royal Portable Plant

Royal McBee Corp. began construction of a plant in Springfield, Mo., for the manufacture of Royal portable typewriters, Philip M. Zenner, president, announced. He said it will be the largest in the country devoted exclusively to the manufacture of portable typewriters. The 300,000 sq. ft. plant is expected to be completed in about a year and will employ approximately 2,500 people.

Eastern Corp. Appointments

Appointment of D. Clarence Kiah as assistant sales manager, was announced by Derek G. Currie, vice president and general manager of Eastern Corp., Bangor, Me. Mr. Kiah will be located in Eastern's New York office. Since joining Eastern

D. Clarence Kiah

Donald H. Millett

25 years ago he worked in the manufacturing and finishing departments of the paper mill, served in various positions in the paper mill operating office, and has

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SECRETARIES
STENOGRAPHERS
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STUDENTS, ETC.

- ★ Faster ★ Neater
- ★ More Efficient
- ★ Removes complete words or single letters
- ★ Will erase pencil, pen, ball point, typewriter
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ONLY
$4.95
Less Batteries

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BERNAY PRODUCTS CO.
412 S. Wells St., Chicago 7, Ill.

Please send us _____ (QUANTITY) Electric Erasers at $4.95 each.

☐ Please bill us.

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For More Information Circle No. 259

THIS TRADE MARK STANDS FOR

Precision

SPECIALIZING IN

Cutting and Edging Typewriter Ribbon Fabrics

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Cotton and Silk • Nylon Fused

WIDTHS ACCURATE • ALL WORK GUARANTEED

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PROMPT SERVICE

TEXTILE CUTTING CORP.

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For More Information Circle No. 285

been manager of mill sales and manager of the order service department. Mr. Currie also announced that Donald H. Millett is now manager of the order service department. Mr. Millett joined Eastern as controller in 1950 and was elected treasurer in that same year.

H. H. Holden Jr.

Harry H. Morrison

Appointment of Harold Holden Jr. as district manager of the Middle Atlantic States was announced by Charles De Zemler Jr., Eastern sales manager, who announced the appointment of Harry H. Morrison as advertising manager. Mr. Morrison previously held positions as manager of paper mill operating office and manager of the mill order department. In 1945 he was promoted to assistant advertising manager.

Dictaphone Advertising Manager

Joseph F. Anderson

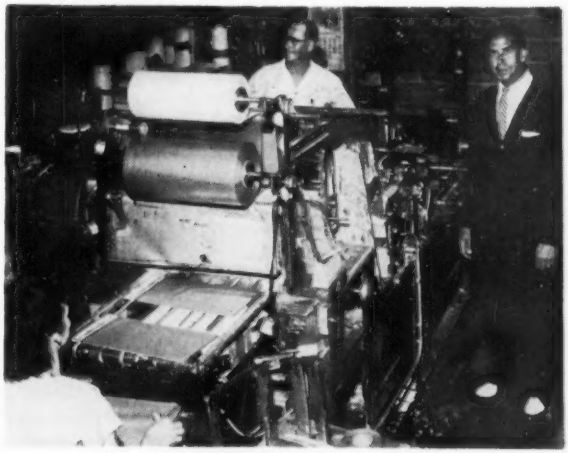
Joseph F. Anderson has been named advertising manager of Dictaphone Corp., it was announced by Lloyd M. Powell, president. Mr. Anderson, who had previously been assistant advertising manager, joined Dictaphone in 1950. He is a member of the budget control committee of the Assn. of National Advertisers.

Olivetti Teleprinters

An agreement has been reached by Olivetti and TelAutograph Corp. for the latter to become sole distributor in North America of the full line of Olivetti teleprinter equipment, is was announced by Raymond Lee, president of TelAutograph. The Olivetti teleprinter has been manufactured in Italy for 20 years. It is designed for private and telegraph wire communications, and integrated data processing systems. The equipment punches or reads 5-channel tape.

Automatic Stencil-Making Machine

One of the continous roll stencil-making machines invented and built by Frankel Mfg. Co., Denver. A battery of these machines turns out 240,000 Klean Write Stencils daily. Two operators do the work which previously required up to 50 people. Frankel Klean Write Stencils are made for all duplicators and shipped throughout the world. Eugene Weisberg, Frankel general manager, is at right; Ed Schuster, stencil plant foreman, at left. Henry G. Frankel is president of the firm which was established in 1906.



COTTERMAN TUBULAR WELDED STEEL SAFETY LADDERS
For Filing Rooms, Stock Rooms, Vaults, Strong—Easy to Move, Easy to Climb.

Mounted on Swivel Brake Casters which allow the ladder to be rolled freely when no one is on it. When you step on the ladder the rubber cushioned legs rest on the floor and prevent rolling. Made in 13 heights — 4 widths. Send for Circular 56-O and prices.

I. D. COTTERMAN, Mfr.
123 W. Spring Avenue
Naperville, Ill.

For More Information Circle No. 435

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Signalled facts STAY FACTS with SIG-NA-LOK®

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Prevent Losses... Reduce Costs... Create Profits...

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Sig-Na-Lok visible control puts your inventory at your fingertips. Every fact needed for effective control is signalled and the signals are locked until the facts change. In one complete record, you'll always know exactly what's on hand and when to reorder. Take the guesswork out of inventory — switch to Sig-Na-Lok and you'll

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For More Information Circle No. 439

Export Association Elects

At a meeting of the American Office Supply Exporters Assn. last month, following officers were elected: president: Peter Simon, export manager of Venus Pen & Pencil Co.; executive secretary: Gordon N. Steinmetz, export sales manager of Sanford Ink Co., director of Sanford de Mexico, as well as director of Sanford in this country. The association includes as members some 40 manufacturers maintaining export divisions.

Peter Simon

G. N. Steinmetz

Cole Expands in Chicago

Cole Steel Equipment Co., manufacturers of a complete line of steel office furnishings, announced the addition of 25,000 sq. ft. to their Chicago warehouse at 1111 West 38th St. Sam Henning, vice president and Chicago district manager, said "The additional space was acquired to better service the evergrowing number of Cole dealers in the midwest. Expanded warehouse facilities will insure dealers of prompt, efficient handling of their orders". Mr. Henning said 3000 ft. will be devoted to a showroom for the entire line of Cole furnishings in attractive room settings. Dealers are invited, with their customers, to inspect Cole's equipment. Mr. Henning suggests appointments be made before visiting.

SCM's Kleinschmidt Division

Kleinschmidt Laboratories, Inc., a subsidiary of Smith-Corona Marchant, Inc., has been consolidated with the parent company and operated as the Kleinschmidt Division, it was announced by Elwyn L.

Smith, president, Smith-Corona Marchant. Mr. Smith stated that the Kleinschmidt operation "would continue under the able direction of David S. McNally, vice president, general manager, and chief administrative officer of Kleinschmidt".

Owns British Typewriters, Ltd.

The offer of Smith-Corona Marchant Inc. to acquire British Typewriters, Ltd., West Bromwich, England, was accepted by the stockholders of British Typewriters, it was announced by Elwyn L. Smith, president, Smith-Corona Marchant. The acquisition became effective Sept. 1.

C. LeRoy Jones At Underwood

The appointment of C. LeRoy Jones to the newly-created position of manager of agency relations for Underwood Corp., was announced by D. H. Burrell, Underwood vice president — marketing. Mr. Jones, who formerly operated his own office machine agency and directed an office machine mechanical training school, has been active in the field of office machine sales, service aids and publications. At Underwood he will provide experienced liaison with the company's 568 franchised agents.

NAMA Convention and Exhibit

Plans for the 12th Annual Convention and Exhibit of the National Automatic Merchandising Assn., to be held at Kiel Auditorium, St. Louis, Nov. 2-5, are nearly completed, according to C. S. Darling, executive director. More than 150 members are expected to exhibit. Theme of the convention will be "Dollars From Sense." Walter W. Reed was appointed director of public relations.

NEW! Key-Punch Correction Seals that are Self-Sticking!

Card-mounted for easy, one-at-a-time selection

Super-thin, transparent plugs go on fast — permanent. Make clumsy, unsanitary, lick-and-stick methods old-fashioned.

Operator corrects error in one continuous motion. ¼" x ¼" assures complete coverage by Brady Self-Sticking Correction Seals. 216 Seals on each handy dispenser card.

Seals are not affected by humidity or storage—they do not dry out and fall off. Won't read through in verifier.

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MANUFACTURERS OF QUALITY SELF-STICKING PRODUCTS — EST. 1914

For More Information Circle No. 446

NOW...THE NEW

JANRUS 1959

2-WAY DICTATING TAPE RECORDER

- 60 CYCLE
- NO COST OPERATION
- PUSH BUTTON REVIEW
- ERROR-FREE DICTATION

—SELL THE LATEST MODEL 1959 2-WAY DICTATING-TRANSCRIBING MACHINE THAT EVERY BUSINESS, EVERY PROFESSIONAL MAN CANNOT AFFORD TO BE WITHOUT—

IMMEDIATE DELIVERY

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NATIONAL SALES AGENCY FOR ALL OF JANRUS PRODUCTS AND ACCESSORIES —

FRANCHISED DEALERSHIPS AVAILABLE IN PARTS OF U.S.A., AND IN CANADA, HAWAII, PUERTO RICO, AND SOUTH AMERICA

LUMAL SALES CO., INC.
95 MADISON AVE., NEW YORK 16, N. Y.
*Approved in the City of Los Angeles, Calif.

For More Information Circle No. 433

Fletcher Sales Executive

C. J. Wainwright

C. J. Wainwright has joined the sales department of Fletcher Paper Co. as assistant sales manager with headquarters in the sales office in Chicago. He was formerly sales manager for Allied Paper Co. and has had many years of experience with paper distributors. Fletcher manufactures several grades of business papers for use in various office machines and specializes in lightweight and opaque papers for the forms industry.

First Display by Rose

For the first time since his company was founded, Adolph Rose, president, Rose Ribbon & Carbon Mfg. Co., Harrison, N. J., participated in a convention or exhibition. Accompanied by his two sons, Louis Rose and Mortimer Rose, vice president and sales manager, respectively, together with Carl Rosenblum, technical director, Mr. Rose showed the latest developments in the Rose line of clean hectograph master units and spirit carbon papers in a variety of colors at the recent NSOEA convention in Chicago.

Xerox Research Laboratory

Haloid Xerox, Inc., continuing its program of expansion, has awarded a contract of $3,089,189 to A. Friederich & Sons for construction of a modern research center at Haloid's Webster, N. Y., plant site. Completion is expected by early 1960, according to Joseph C. Wilson, president.

Macey Southeast Manager

Macey Co., subsidiary of Harris-Intertype, announced the appointment of Clifford J. Foley as manager of the Atlanta district which covers seven states in the southeast. Mr. Foley has a background

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ENGLISH NUMBERING MACHINES LIMITED

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For More Information Circle No. 312

IMPORTANTLY

BIG MONEY SAVINGS WITH SNAP-I-SETS

It's a money making Snap! Increased efficiency . . . time saving. Cuts clerical and stenographic costs plus the many other advantages now possible with General Multi Forms Snap-I-Sets . . . utilizing fine one-time carbon. Quality lithography that Office Managers agree is far superior, yet costs no more. Deserves your investigation today. Ask the G.M.F. Sales Company dealer in your area.

ATTENTION FORMS DEALERS

Enjoy the repeat business Snap-I-Sets makes possible through greater value with higher quality. We do not sell and never have sold direct. Write today for our remarkable plan.

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For More Information Circle No. 313

Attention
Office Equipment
Manufacturers!

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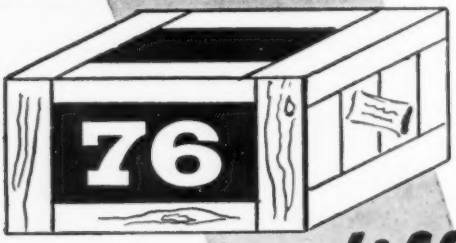

different MARKETS

FORMS CLOSE THIS MONTH
Don't Miss It!!

Every autumn OFFICE EQUIPMENT EXPORTER is enthusiastically received and acted upon by office equipment importers and dealers. These 76 countries buy both high and low priced items. Get a share of this business by advertising in the forthcoming 1958 edition. Write *today* for rates.

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Arabia
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Austria
Belgian Congo
Belgium
British East Africa
British Guiana
British Honduras
Burma
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Ceylon
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Denmark
Egypt
Ethiopia
Finland
Formosa
France
French Africa
French Guiana
Germany
Ghana
Gibraltar
Great Britain & Northern Ireland
Greece
Haiti
Hawaii
Hong Kong
Iceland
India
Indonesia
Iran
Iraq
Ireland
Israel
Italy
Japan
Kenya
Lebanon
Liberia
Libya
Luxembourg
Madagascar
Madeira Island
Malaysia
Malta
Morocco
Nepal
Netherlands
Netherland West Indies
New Zealand
North Rhodesia
Norway
Pakistan
Philippines
Portuguese Africa
Puerto Rico
Siam
South Sea Island
Southern Rhodesia
Sudan
Surinam
Sweden
Switzerland
Syria
Tanganyika
Tunisia
Turkey
Union of South Africa
Viet Nam
West Indies
Yugoslavia

Office Equipment Exporter

Circulation over 9,000

OFFICE PUBLICATIONS, INC. 232 Madison Ave., New York 16, N. Y.

For More Information Circle No. 288

of ten years in office and systems equipment sales, manufacturing and management with Diebold, Inc., and over nine years in the aircraft industry with Curtiss Wright Corp.

Friden Division Managers

Appointment of four division sales managers to serve more than 300 domestic Friden sales offices in the U. S., Alaska and Hawaii, was announced by Robert E. Busher, Friden vice president and general sales manager. Appointees are Robert C. Lindgren, western division manager; Ray Gregg, central division; Grant Drummond, southern, and Charles E. Boop, eastern.

Represents Replica Products

Appointment of John F. Caputi as New England sales representative was announced by Henry R. Ford, president of Replica Products Corp., manufacturers of offset duplicating supplies. Mr. Caputi has had 12 years experience in the offset duplicating field.

Jerry Cohen (left) president of Tempo Co., Kansas City, Mo., presents a gold Gestetner Duplicator to James P. Compton for the United Charities campaign. Mr. Cohen received the duplicator from Gestetner Co., England, for his high sales volume. Looking on are Adrian Pothus, Gestetner representative and Ross Roach, United's public relations chairman.

ADDING MACHINE PARTS
Serving Dealers for 30 Years
Send $1.00 for our Catalog
I. A. DEHN, JR.
"The Pioneer Adding Machine Parts Man"
ADDING MACHINE PARTS EXCLUSIVELY
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Oakland 3, Calif.
For More Information Circle No. 447

3 PHONE PROBLEMS SOLVED —
1. Safeguarding privacy.
2. Quieting the office.
3. Better hearing—noisy places.
HUSH-A-PHONE
Model for all types of phones and dictating machines.
Write for Literature
HUSH-A-PHONE
65 Madison Ave.
Room 710
New York 16
For More Information Circle No. 448

For Your Annual
TYPEWRITER ROLLER CHANGE
FUTURISTIC 5 STAR PLATEN
Insist on a "Futuristic" 5-Star Platen for Best Results
Manufactured and Distributed to Office Machine Dealers by
AMES SUPPLY COMPANY
Contact your Local Typewriter Dealer
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FREE DIES AND PROOFS
GENUINE ENGRAVED LETTERHEADS $15.00 FOR 1000
Genuine ENGRAVED BUSINESS CARDS
500 $11 • 1000 $15
BUSINESS ANNOUNCEMENTS 500 ONLY $28
MANUSCRIPT COVERS $3.00 FOR 100
CLIP YOUR LETTERHEAD TO THIS AD... MAIL FOR FREE PROOF
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PAYCHECK "OUTLOOK" ENVELOPES

Eliminate Time and Expense of Addressing, also Chances of Error.

Paycheck "Outlook" Envelopes are absolutely opaque, essential when wages are paid by check. Nothing shows but the employee's name. This improves personnel relations.

Send for Samples and Prices Today

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DANKERS
HAMBURG 11
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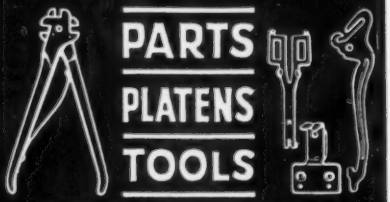

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PLATENS
TOOLS
ACCESSORIES

for all office machines

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Only From B&M
TWICE THE VALUE . . .
HALF the PRICE!

Faymus
"JUNIOR" NUMBERMATIC

only $9.95

Now *every office* can enjoy convenient automatic numbering and at *less than half the cost* of comparable machines! 5 automatic actions! Instant clearing! 4 wheels - 0001 to 9999 in small space! Heavy nickelplate finish. Maroon plastic handle. FULLY GUARANTEED. all better office-stationery stores.

- **Model AC 5 numbering actions - instant clearing** $15.95
- **Model A 6 actions** $12.95
- **Model 10C 10 actions** $19.95

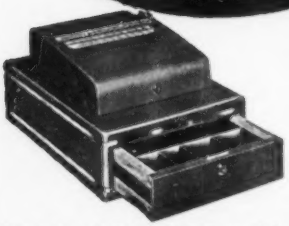
Plus FET

Faymus **DIV.**
BANKERS & MERCHANTS, INC.
3229 N. SHEFFIELD AVE. • CHICAGO 13, ILL.

For More Information Circle No. 293

Time Saver For Small Business

INDIANA *Autographic* CASH REGISTER



Ruled paper roll, on which entries are recorded, spaces automatically upon pulling the hand lever — Cash Drawer opens and warning bell rings.

Ideal for all types of business doing over-the-counter sales. Sales or payments on account recorded quickly and accurately. Sales figures can be kept by commodities or departments and are classified at time of entry. All records and figures available at end of day for checking. 6 popular models.

Dealers—write for details.

INDIANA CASH DRAWER CO.
Shelbyville, Ind.

For More Information Circle No. 294

Stenocord Appointments

Lew Schroeder

Establishment of a nationwide sales organization, through distributors, for Stenocord dictating machines was announced by Lew Schroeder, vice president and general sales manager of Pacific Instruments Corp., Los Angeles. Formerly Stenocord was sold through dealers only. Douglas Packham is midwest sales manager, and John E. Rommell is eastern sales manager. Mr. Packham, whose headquarters are in Chicago, has spent 12 years in the office equipment field, five with magnetic dictating equipment. Mr. Rommell, located in Philadelphia, has spent several years in the business machine industry on the west coast and in Pennsylvania.

Douglas Packham

John E. Rommell

Nekoosa-Edwards Appointments

Leslie H. Coolidge has completed a sales training program at Nekoosa-Edwards Paper Co., producer of business papers, and will make field studies on the development of new paper products, with emphasis on the requirements of small office printing equipment.

Leo G. Mortell, former west coast sales representative for Nekoosa-Edwards, has been named sales coordinator for the firm's Potsdam, N. Y., mill. He will be

VOGEL-PETERSON

Decorator Line

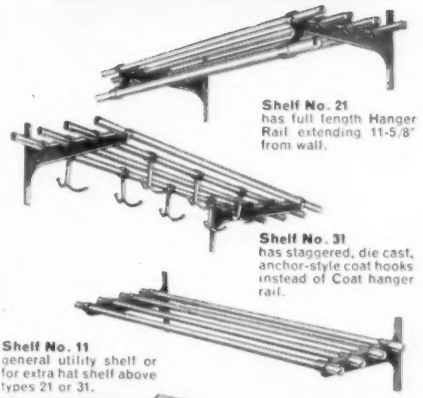
Aluminum

COAT and HAT RACKS

Styled to harmonize with fine appointments, these smart wardrobe units are quality built of closed-end aluminum tubes rigidly held in cast aluminum brackets. Permanently beautiful in "clear" or "gold" anodized finishes. Mount at any height, on any wall — singly, end-to-end or in tiers, to give any desired capacity. Brackets adjustable to exact centers. Come in lengths by the even foot up to and including 8 feet.

Write for Bulletin DL-10

3 BASIC SHELVES



VOGEL-PETERSON CO.

1127 W. 37th Street • Chicago 9, Illinois

For More Information Circle No. 436

responsible for liaison work between the New York sales office, the Potsdam mill and the main office order department in Port Edwards, Wis. According to G. E. Veneman, vice president and director of sales, the new assignment will provide faster service to customers.

Mosler Buys Cramer Safe Co.

Cramer Safe Co., Kansas City, Mo. safe dealer, was purchased by Mosler Safe Co. At the same time Mosler became exclusive agents for sales and service of Cramer Posture Chairs in metropolitan Kansas City, according to Roy Cramer Jr., president of Cramer Posture Chair Co., of which the safe firm was a wholly owned subsidiary; and John Mosler, executive vice president of Mosler Safe Co. Frank Calloway is district manager for Mosler commercial sales and in charge of the local branch.

Controllers Conference

James Lillis, controller of Burroughs Corp., will conduct an Office Machinery Manufacturing Industry Conference at the annual conference of the Controllers Institute of America, Oct. 19-22 in Chalfonte-Haddon Hall, Atlantic City. Vice chairman of the session will be R. S. Laing, controller, National Cash Register Co. Speakers will include C. V. Boulton, treasurer, International Business Machines Corp., and E. V. McDonough, controller, Pitney-Bowes, Inc.

SAVES & PROTECTS your STENCILS, OFFSET NEGATIVES & MASTERS

against { sticking and creasing / harmful oxidation / scratching damage / lost or wasted time

STOP AND THINK what a big investment you may have "filed" in messy piles, on hooks, etc. You're throwing away an average of $10.00 every time an original is lost or damaged!

With a low-cost, sturdy MIM-E-O Vertical FILE, you can prevent the waste of *hundreds of dollars a year!* Stencils, negatives and masters hang free from pressure . . . protected against damage . . . easy to file and find.

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500 Distributors . . . coast to coast to help you solve your stencil or offset filing problem.

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BOTTOM LINE CARD HOLDER

Controlled Front Feed Stop Gives Precision Alignment

For fast, accurate typing of bottom line index on all visible cards

10 Card Sizes — $2.00 to $2.45

PALSON MFG. CO.
280 Main St., Worcester 2, Mass.

For More Information Circle No. 431

National Conference & Exhibit Calendar

National Institute of Governmental Purchasing, Statler Hotel, Boston, Oct. 5-8.

American Society for Women Accountants, Statler Hotel, Detroit, Oct. 8-11.

American Institute of Certified Public Accountants, Statler & Cadillac Hotels, Detroit, Oct. 11-16.

Systems & Procedures Assn. of America, Penn-Sheraton Hotel, Pittsburgh, Oct. 13-15.

Institute of Management Sciences, Sheraton Hotel, Philadelphia, Oct. 16-18.

Controllers Institute of America, Chalfonte-Haddon Hall, Atlantic City, Oct. 19-22.

National Business Show, Coliseum, New York, Oct. 20-24.

Office Management Div., American Management Assn., Statler Hotel, New York. Oct. 22-24.

American Records Management Assn., Essex House, New York, Oct. 24-25.

Eastern Commercial Stationery Show, N. Y. Trade Show Bldg., New York, Oct. 25-28.

National Assn. of Suggestion Systems, Statler Hotel, Buffalo, Oct. 27-28.

Society for Advancement of Management, Statler Hotel, New York, Oct. 30-31.

National Assn. of Bank Auditors & Controllers, Statler-Hilton Hotel, Dallas, Nov. 3-5.

Industrial Management Society, Sherman Hotel, Chicago, Nov. 5-7.

Federal Government Accountants Assn., Shoreman Hotel, Washington, D. C., Nov. 17-18.

Society of Reproduction Engineers, Sherman Hotel, Chicago, Dec. 13-16.

PRE-INFLATION OFFER!

Evans TACKY FINGER—2 FOR $1.00

Paper handling, money counting, check sorting, filing, etc. is 50% quicker, more accurate and sanitary with the new Evans Tacky-Finger. Stainless, odorless, greaseless. Replaces sponges and finger guards. Enjoy big dividends in efficiency and employee morale. Send $1.00 today for postpaid 100-day supply!

EVANS SPECIALTY COMPANY
P. O. Box 8128-0 Richmond, Va.

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As We See It...

In place of the philosophic or didactic purposes to which this page is generally devoted, office executives may be interested this month in some figures concerning their work environment.

* * *

Office work is growing. August statistics from the Bureau of the Census reveal 9,273,000 clerical and kindred workers in the United States. Previous research and marketing considerations have been based on a clerical population of a little over 8 million.

* * *

There will be approximately 12 billion checks processed in 14,000 banks this year. Magnetic character reading and electronic sorting are expected to simplify this problem.

* * *

Approximately 35,000 microfilm units process nearly 10 billion documents a year.

* * *

1-1/2 billion lead pencils will be sold this year to the tune of $35 million. Over 300 million ballpoint pens will be sold.

* * *

Over 2 million office chairs were purchased last year.

* * *

Business purchases of printed forms will exceed $400 million.

* * *

There are more electronic computers in the U.S. than in the rest of the world combined. Estimates are 1,700 in the U.S., 250 behind the Iron Curtain.

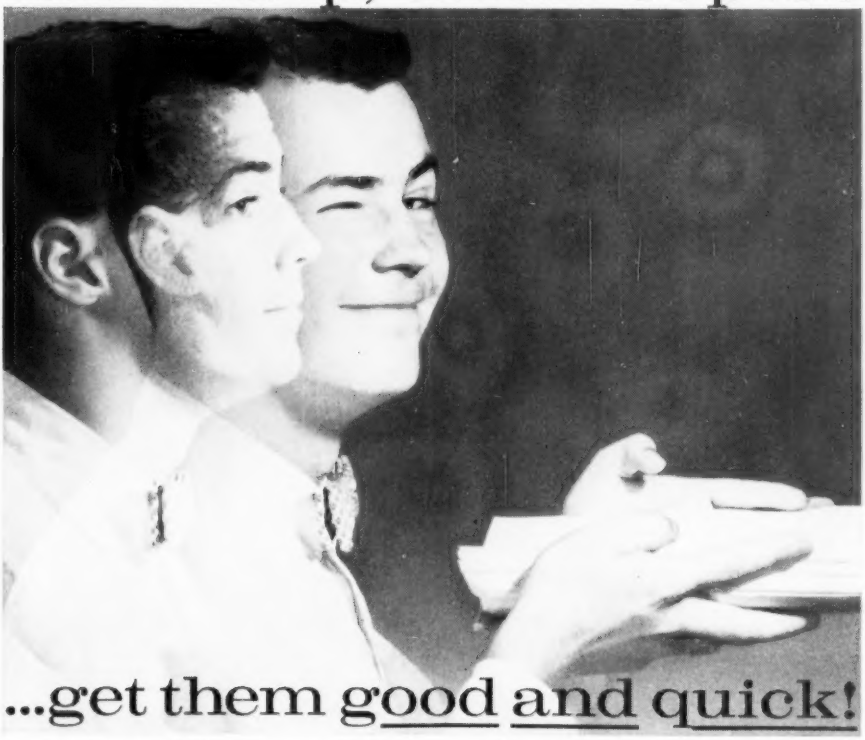
* * *

Of the more than 9 million office typewriters in the country, 1-1/4 million are electric, the balance manual.

* * *

Contributing to the efficient (?) use of all the above, is the consumption of 47 million cups of coffee daily in American offices and factories!

Get sharp, clean copies



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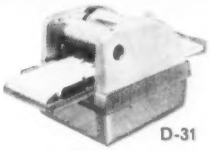

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